

**THE MEDIATING ROLE OF EMPLOYEES' ORGANISATIONAL
COMMITMENT ON THE RELATIONSHIP BETWEEN INTERNAL
MARKET ORIENTATION AND EMPLOYEES' RETENTION: EVIDENCE
FROM MALAYSIAN HOTEL INDUSTRY**

BY

HAMIZA JAMALUDIN

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Partial Fulfilment of the Requirement for the Doctor of Business
Administration**



Kolej Perniagaan
(College of Business)
Universiti Utara Malaysia

PERAKUAN KERJA TESIS / DISERTASI
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa
(We, the undersigned, certify that)

HAMIZA JAMALUDIN

calon untuk Ijazah

DOCTOR OF BUSINESS ADMINISTRATION

(candidate for the degree of)

telah mengemukakan tesis / disertasi yang bertajuk:

(has presented his/her thesis / dissertation of the following title):

**THE MEDIATING ROLE OF EMPLOYEES' ORGANISATIONAL COMMITMENT ON THE RELATIONSHIP
BETWEEN INTERNAL MARKET ORIENTATION AND EMPLOYEES' RETENTION: EVIDENCE FROM
MALAYSIAN HOTEL INDUSTRY**

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada:

30 Januari 2014.

(That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on:

30 January 2014).

Pengerusi Viva : Prof. Dr. Roslan B Abdul Hakim
(Chairman for Viva)

Tandatangan
(Signature)

Pemeriksa Luar : Prof. Dr. Osman bin Mohamad
(External Examiner)

Tandatangan
(Signature)

Pemeriksa Dalam : Dr. Selvan s/o Perumal
(Internal Examiner)

Tandatangan
(Signature)

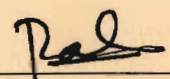
Tarikh: **30 Januari 2014**
(Date)

Nama Pelajar
(Name of Student) : Hamiza Jamaludin

Tajuk Tesis / Disertasi
(Title of the Thesis / Dissertation) : The Mediating Role of Employees' Organisational Commitment on the
Relationship between Internal Market Orientation and Employees'
Retention: Evidence from Malaysian Hotel Industry

Program Pengajian
(Programme of Study) : Doctor of Business Administration

Nama Penyelia/Penyelia-penyelia
(Name of Supervisor/Supervisors) : Assoc. Prof. Dr. Abdul Rahim bin Othman


Tandatangan
(Signature)

Nama Penyelia/Penyelia-penyelia
(Name of Supervisor/Supervisors) : Assoc. Prof. Dr. Zolkafli B Hussin

Tandatangan
(Signature)

PERMISSION TO USE

In presenting this dissertation/project paper in partial fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation/project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my dissertation/project paper. It is understood that any copying or publication or use of this dissertation/project paper parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation/project paper.

Request for permission to copy or to make other use of materials in this dissertation/project paper in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

ABSTRACT

Empirical evidence and statistical data show that the hotel industry in Malaysia faces high employee turnover. The hotel industry is not so fortunate in retaining its employees. Though they can be easily hired retention becomes the most challenging job faced by the hotel managers when high turnover gradually increases. There is a research gap in this area since most of the previous researchers focused their studies on employee turnover. This study focuses on employee retention strategy. On this note, the research framework was developed based on the Herzberg Two-Factor Theory and the Social Exchange Theory. The current study aims to identify whether factors, such as internal market orientation and employees' organisational commitment have significant influence on employee retention in the Malaysian hotel industry. Out of the 600 personally administered questionnaires to the frontline hotel employees, 392 sets of questionnaires were returned and found useable, constituting about 65 per cent rate of return. The data was analysed using the SPSS package version 20. The findings indicated that all the three components of internal market orientation, namely internal market intelligence generation, internal market intelligence dissemination and responsiveness to market intelligence, have a significant and positive relationship with employees' organizational commitment and employee retention. Employees' organizational commitment was also found to have a positive and significant relationship with employees' retention. The study also revealed that only affective and normative commitments serve as mediators in the relationship between internal market orientation and employees' retention but failed to support continuance commitment as the mediator. In addition, this study also established internal market orientation as the hygiene factor and not as the motivation factor. This study concludes with a discussion on the theoretical and practical contributions, study limitations and suggestions for future research.

Keywords: internal market orientation, employees' organizational commitment, employee retention, hotel industry, Malaysia

ABSTRAK

Bukti empirikal dan data statistik menunjukkan industri perhotelan di Malaysia berhadapan dengan pusing ganti pekerja yang tinggi. Hal ini membuktikan bahawa industri perhotelan tidak bernasib baik dalam mengekalkan pekerjaanya walaupun mudah untuk mengupah mereka. Perkara ini jelas menunjukkan bahawa pengekalan pekerja menjadi cabaran besar kepada pengurus hotel apabila pusing ganti menjadi semakin meningkat. Oleh demikian, terdapat jurang kajian dalam bidang ini memandangkan kebanyakan penyelidik sebelum ini hanya memfokuskan penyelidikan mereka terhadap pusing ganti pekerja sahaja. Namun demikian, penyelidikan ini memfokuskan kepada strategi pengekalan pekerja. Dalam hal ini, kerangka kajian dibangunkan berasaskan kepada Teori Dua Faktor Herzberg dan Teori Pertukaran Sosial. Matlamat utama kajian adalah untuk mengenal pasti sama ada faktor orientasi pasaran dalaman mempunyai kesan yang signifikan terhadap komitmen pekerja kepada organisasi dan pengekalan pekerja dalam industri perhotelan di Malaysia. Daripada 600 borang soal selidik yang diedarkan secara peribadi oleh penyelidik kepada pekerja barisan hadapan, sebanyak 392 telah dikembalikan dan boleh digunakan iaitu kira-kira 65% kadar pulangan. Data telah dianalisis menggunakan pakej SPSS versi 20. Hasil kajian menunjukkan bahawa ketiga-tiga komponen orientasi pasaran dalaman iaitu penjana maklumat pasaran dalaman, penyebaran maklumat pasaran dalaman dan tindak balas terhadap pasaran dalaman mempunyai hubungan yang signifikan dengan komitmen pekerja kepada organisasi dan pengekalan pekerja. Kajian ini juga menunjukkan komitmen pekerja kepada organisasi mempunyai hubungan yang signifikan dengan pengekalan pekerja. Hasil kajian juga menunjukkan bahawa hanya komitmen afektif dan normatif menjadi perantara dalam hubungan orientasi pasaran dalaman dan pengekalan pekerja, tetapi gagal untuk menyokong komitmen penerusan sebagai perantara dalam hubungan tersebut. Selain itu, kajian ini turut mengesahkan orientasi pasaran dalaman sebagai faktor yang bersih dan bukan sebagai faktor motivasi. Kajian ini diakhiri dengan perbincangan mengenai sumbangan kajian dalam bidang praktikal dan teori, batasan kajian serta cadangan untuk kajian pada masa hadapan.

Kata Kunci: orientasi pasaran dalaman, komitmen pekerja terhadap organisasi, pengekalan pekerja, industri perhotelan, Malaysia

ACKNOWLEDGEMENT

It was a long journey, but delightful journey to come this far. Along this way, I find myself indebted to many special persons for their support, guidance and encouragement.

I would like to thank both of my supervisors, Associate Professor Dr Abdul Rahim Othman and Associate Professor Dr Zolkifli Hussin for their supervision, suggestion and guidance. Their support, patience, guidance, and understanding are most valuable. I will indebted forever through out my life.

Special thank goes to my father and mother, brothers and sisters, entire family, and my beloved daughter Nur Alya Batrisyia. They have always been my energy to move on. I hope that I have provided my little daughter with an example and path for her career in the future.

Additionally, I would like to express my gratitude to all my peers who always shows their support especially Nor Razuana Amram in collecting the data and Fadzillah Embong who assist me in editing. Without their concern and support, this study couldn't be completed. My deepest appreciation also goes to my fellow friends; Bahari Mohamed, Jo Soon Yew, Dr Yaty Sulaiman, Dr Hj. Othman Chin, Dr Mohd Zainal Munshid Harun, Dr Said and all my colleagues especially the late of Prof. Basheer Al-Alak, Zuraini and Mafuzah. Thanks you for always believing in me and always being there throughout life and journey.

Finally, thanks to Allah for His blessing and guidance along this doctoral journey. Alhamdulillah.

TABLE OF CONTENTS

TITLE PAGE	i
CERTIFICATION OF THESIS WORK	ii
PERMISSION TO USE	iv
ABSTRACT	v
ABSTRAK	vi
ACKNOWLEDGEMENT	vii
LIST OF TABLES	xv
LIST OF FIGURES	xviii
LIST OF APPENDIXES	xix
LIST OF ABBREVIATIONS	xxi
 CHAPTER 1 INTRODUCTION	
1.1 Research Background	1
1.2 The Hotel Industry in Malaysia	8
1.3 Problem Statement	11
1.4 Research Questions	18
1.5 Research Objectives	18
1.6 Significance of the study	20
1.7 Scope of the Study	24
1.8 Operational Definition	25
1.8.1 Employees' Retention	26
1.8.2 Employees' Organisational Commitment	26

1.8.3	Internal Market Orientation	26
1.8.4	Hotel Organisation	26
1.8.5	Frontline Employee	27
1.9	Organization of the Thesis	27

CHAPTER 2 LITERATURE REVIEW

2.1	Introduction	29
2.2	Employees' Retention	29
2.2.1	Employees' Retention Definition	30
2.2.2	Antecedent of Employees' Retention	32
2.3	Internal Market Orientation	42
2.3.1	Definition of Internal Market Orientation	43
2.3.2	Components of Internal Market Orientation	45
2.3.3	The Effect of Internal Market Orientation on Employees' Retention	49
2.3.4	The Effect of Internal Market Orientation on Employees' Organisational Commitment	54
2.4	Employees' Organisational Commitment	61
2.4.1	Definition of Employees' Organisational Commitment	63
2.4.2	The Components of Employees' Organisational Commitment	64
2.4.3	The Effect of Employees' Organisational Commitment on Employees' Retention	66
2.4.4	Employees' Organisational Commitment as the Mediator	71
2.5	Internal Market Orientation in Malaysia	76

2.6	Underpinning Theory	80
2.6.1	Herzberg's Two-Factor Theory	80
2.6.2	Social Exchange Theory	83
2.7	Gap in the Literature	86
2.8	Summary of the Chapter	88

CHAPTER 3 RESEARCH METHODOLOGY

3.1	Introduction	89
3.2	Research Framework	89
3.3	Hypotheses Development	90
3.3.1	Internal Market Orientation and Employees' Retention	90
3.3.2	Internal Market Orientation and Employees' Organisational Commitment	91
3.3.3	Employees' Organisational Commitment and Employees' Retention	93
3.3.4	The mediating Role of Employees' Organisational Commitment	94
3.4	Research Design	95
3.5	Qualitative Approach	96
3.6	Unit of Analysis	98
3.7	Sampling Design	98
3.7.1	Population	98
3.7.2	Sampling Frame	99
3.7.3	Sample Size	100

3.7.4	Sampling Technique	102
3.8	Measurement of Variables	104
3.9	Questionnaire Design	105
3.9.1	Internal Market Orientation as Independent Variable	106
3.9.2	Employees' Organisational Commitment as Mediator Variable	107
3.9.3	Employees' Retention	108
3.9.4	Demographics	109
3.10	Translation of the Questionnaire	109
3.11	Pilot Study	109
3.12	Administration of Questionnaire	113
3.12.1	Data Collection Procedures	114
3.13	Data analysis	115
3.13.1	The Goodness of Measure	115
3.13.2	Descriptive Analysis	119
3.13.3	Correlation Analysis	119
3.13.4	Hypotheses Testing Via Multiple Regressions	120
3.13	Summary of the Chapter	122

CHAPTER 4 DATA ANALYSIS AND FINDINGS

4.1	Introduction	123
4.2	Response Rate	123
4.3	Tests for Non-response Bias	124
4.4	Descriptive Analysis of Respondents	127

4.5	The Goodness of Measures	129
4.6	Testing the Validity of the Construct	130
4.6.1	Factor Analysis of Internal Market Orientation	132
4.6.2	Factor Analysis of Employees' Organisational Commitment	135
4.6.3	Factor Analysis of Employees' Retention	138
4.7	Reliability Test	139
4.8	Descriptive Analysis of Main Variables	140
4.9	Correlation Analysis	142
4.10	Checking the Requirements before Performing Regression Analysis	144
4.10.1	Checking for Outliers	145
4.10.2	Checking for Multicollinearity	145
4.10.3	Normality Testing	146
4.10.4	Testing for Linearity, Homoscedasticity and the Independence of Errors	148
4.11	Hypothesis Testing and Regression Analysis	149
4.11.1	The Relationship between Internal Market Orientation and Employees' Retention	149
4.11.2	The Relationship between Internal Market Orientation and Employees' Organisational Commitment	151
4.11.2.1	Internal Market Orientation and Affective Commitment	151
4.11.2.2	Internal Market Orientation	

	and Continuance Commitment	152
4.11.2.3	Internal Market Orientation	
	and Normative Commitment	154
4.11.3	The Relationship between Employees' Organizational	
	Organisational Commitment and Employees' Retention	155
4.12	Tests for Mediation.	157
4.12.1	The Mediation Effects of Affective Commitment	158
4.12.2	The Mediation Effects of Normative Commitment	163
4.13	Summary of Analysis and Finding	167

CHAPTER 5 DISCUSSION AND CONCLUSION

5.1	Introduction	170
5.2	Discussion	
5.2.1	Internal Market Orientation and Employees' Retention	171
5.2.2	Internal Market Orientation and Employees'	
	Organisational Commitment	178
5.2.3	Employees' Organisational Commitment and	
	Employees' Retention	183
5.2.4	The Mediating Role of Employees' Organisational	
	Commitment between the Relationships Of Internal Market	
	Orientation and Employees' Retention	185
5.3	Research Implications	189
5.3.1	Theoretical Implications	189
5.3.2	Managerial Implications	193

5.4	Internal Market Orientation and Human Resource Management Practices	199
5.5	Limitations of the Study	202
5.6	Suggestions for Future Research	203
5.7	Conclusion	204
REFERENCES		207
APPENDIXES		235

LIST OF TABLES

Table 1.1	Registered Hotels with Ministry of Tourism and Culture Malaysia	8
Table 2.1	Summary of Past Empirical Researches on Employees' Retention	39
Table 2.2	Summary of Past Empirical Researches on Internal Market Orientation	58
Table 2.3	Summary of Past Empirical Researches on Employees' Organisational Commitment.	74
Table 3.1	The number of Registered Hotels in Kuala Lumpur and Selangor	100
Table 3.2	Determining sample size of a given population	101
Table 3.3	Desired sample size	104
Table 3.4	Measurement of Variables and Items	105
Table 3.5	Reliability Analysis of Pilot Study	111
Table 4.1	Test for Non-response Bias	125
Table 4.2	Profile of Respondents	128
Table 4.3	Factor Analysis of Internal Market Orientation Construct	134
Table 4.4	Factor Analysis of Employees' Organisational Commitment	137
Table 4.5	Factor Analysis of Employees' Retention	138
Table 4.6	Reliability Coefficient for Each Construct	139
Table 4.7	Descriptive Statistics of the Construct (n=392)	141
Table 4.8	Pearson Correlation Analysis	142
Table 4.9	Multicollinearity Test	147
Table 4.10	Skewness and Kurtosis	148
Table 4.11	M-Estimators	148

Table 4.12	Regression Result of the Different Aspects of Internal Market Orientation and Employees' Retention	150
Table 4.13	Regression Result of the Different Aspects of Internal Market Orientation and Affective Commitment	153
Table 4.14	Regression Result of the Different Aspect of Internal Market Orientation and Continuance Commitment	153
Table 4.15	Regression Result of the Different Aspect of Internal Market Orientation and Normative Commitment	155
Table 4.16	Regression Result of the Different Aspect of Employees' Organisational Commitment and Employees' Retention	157
Table 4.17	Regression Analysis of Mediating Assumptions of Internal Market Intelligence Generation	159
Table 4.18	Mediating Effect of Affective Commitment on Internal Market Intelligence Generation and Employees' Commitment	160
Table 4.19	Regression Analysis of Mediating Assumptions of Internal Market Intelligence Dissemination	161
Table 4.20	Mediating Effect of Affective Commitment on Internal Market Intelligence Dissemination and Employees' Retention	162
Table 4.21	Regression Analysis of Mediating Assumptions of Responsiveness to Intelligence	162
Table 4.22	Mediating Effect of Affective Commitment on Responsiveness to Intelligence and Employees' Retention	163
Table 4.23	Regression Analysis of Mediating Assumptions of Internal Market Intelligence Dissemination	164

Table 4.24	Mediating Effect of Normative Commitment on Internal Market Intelligence Dissemination and Employees' Retention	165
Table 4.25	Regression Analysis of Mediating Assumptions of Responsiveness to Intelligence	166
Table 4.26	Mediating Effect of Normative Commitment on Responsiveness to Intelligence and Employees' Retention	167
Table 4.27	Summary of All Tested Relationship	167

LIST OF FIGURES

Figure 3.1	A Theoretical Framework	90
Figure 3.2	Direct Relationship between Predictor Variable and Outcome Variable	121
Figure 3.3	Mediator Effect in the relationship between Predictor Variable and Outcome Variable	122
Figure 4.1	Histogram of Regression Residuals of Employees' Retention	147
Figure 4.2	Testing Normality Using Normal Q-Q Plot of Employees' Retention	147
Figure 4.3	Scatterplot of the Residuals of Employees' Retention	149

LIST OF APPENDIXES

APPENDIX 1	Questionnaire English Version	235
APPENDIX 2	Questionnaire Bahasa Malaysia Version	244
APPENDIX 3	Reliability Analysis of Pilot Study	254
APPENDIX 4	Test for Non-Response Bias	262
APPENDIX 5	Profile of Respondents	263
APPENDIX 6	Factor Analysis of Internal Market Orientation	267
APPENDIX 7	Factor Analysis of Employees' Organizational Commitment	270
APPENDIX 8	Factor Analysis of Employees' Retention	272
APPENDIX 9	Reliability of Coefficient of Constructs	273
APPENDIX 10	Descriptive Analysis of Constructs	277
APPENDIX 11	Pearson Correlation Analysis	278
APPENDIX 12	Multicollinearity Test	279
APPENDIX 13	Normality testing – Skewness and Kurtosis	280
APPENDIX 14	Normality Test Using M-Estimator	281
APPENDIX 15	Regression Results of Internal Market Orientation Components On Employees' Retention	282
APPENDIX 16	Regression Results of Internal Market Orientation Components On Employees' Organizational Commitment – Affective Commitment	283
APPENDIX 17	Regression Results of Internal Market Orientation Components On Employees' Organizational Commitment – Continuance Commitment	284

APPENDIX 18	Regression Results Of Internal Market Orientation Components On Employees' Organizational Commitment – Normative Commitment	285
APPENDIX 19	Regression Result of Employees' Organizational Commitment On Employees' Retention.	286
APPENDIX 20	Mediation Effect Of Affective Commitment On Internal Market Intelligence Generation and Employees' Retention	287
APPENDIX 21	Mediation effect of affective commitment On Internal Market Intelligence Dissemination and Employees' Retention	288
APPENDIX 22	Mediation effect of affective commitment On Responsiveness to Intelligence and Employees' Retention	289
APPENDIX 23	Mediation Effect of Normative Commitment On Internal Market Intelligence Dissemination and Employees' Retention	290
APPENDIX 24	Mediation Effect of Normative Commitment On Responsiveness to Intelligence and Employees' Retention	291

LIST OF ABBREVIATIONS

AFC	Affective Commitment
CC	Continuance Commitment
EOC	Employees' Organisational Commitment
ER	Employees' Retention
HRM	Human Resource Management
IMO	Internal market Orientation
IMID	Internal Market Intelligence Dissemination
IMIG	Internal Market Intelligence Generation
KMO	Kaiser-Meyer-Olkin
NC	Normative Commitment
RTI	Responsiveness to Intelligence
SET	Social Exchange Theory
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Science
VIF	Variance Inflation Factor

CHAPTER 1

INTRODUCTION

1.1 Research Background

The services sector is an important component of the world economy with tourism industry has become the largest and most dynamic industry in today's economy. The World Travel and Tourism Council (WTTC) 2013 reported that the global tourism industry contributed about nine percent to the total Gross Domestic Product (GDP) or about US\$ 6.6 trillion in 2012. The industry also generated over 260 million jobs, taking number one spot in 11 of the world's total jobs; the forecast is 296 million jobs by 2019 (UWNTO, 2010). In a similar vein, this industry also contributed over 10 percent of all new jobs created in 2012 (UWNTO, 2010), including employment in airlines, travel agencies, restaurant, hotels, and other passenger transportation services, as well as leisure industries, which are directly supported by tourists.

In Malaysia, the Economic Planning Unit (2010) stated that the tourism industry is a developing industry, and is the key driver in the growth of the services industry. This industry continues to be a significant foreign exchange earner, responsible for strengthening the balance of payment, as well as in attracting investment and providing employment opportunities. According to the Business Monitor (2010), this industry recorded tourist arrivals of 23.6 million in year 2009, which increased to 24.6 million in year 2010. In year 2011 and 2012, this industry recorded tourist arrivals of 24.7 million and 25.9 million, respectively. It also reported an increase in total receipts from RM54 billion in 2009 to RM56.5 billion in 2010, and is expected to reach RM 115 billion in 2015. According to the Central Bank of Malaysia (2010), the

The contents of
the thesis is for
internal user
only

REFERENCES

- Abdullah, Z., & Antony, C. A. (2012). Perception of Employees on Internal Communication of a Leading Five Star Hotel in Malaysia. *Asian Social Science*, 8(2).
- Abdullah, F.Z. & Bustamam, F.L. (2011). Personality profile of F&B staff in Malaysia. *Australian Journal of Business and Management Research*, 1(9), 24-30.
- Abdullah, R., Musa, M., Zahari, H., Rahman, R. & Khalid, K. (2011). The study of employee satisfaction and its effects towards loyalty in hotel industry in Klang Valley, Malaysia. *International Journal of Business and Social Science*, 2(2), 147-154.
- Abzari, M., Ghorbani, H. & Madani, F.A. (2011). The effect of internal marketing on organizational commitment from market orientation viewpoint in hotel industry in Iran. *International Journal of Marketing Studies*, 3(1), 147-155.
- Addae, H.M., Parboteeah, K.P., & Velinor, N. (2008). Role stressors and organizational commitment: public sector employees in St. Lucia. *International Journal of Manpower*, 29(6), 567-582.
- Ahmad, N., Iqbal, N. & Sheeraz, M. (2012). The effect of internal marketing on employee retention in Pakistani Banks. *International Journal of Academic Research in Business and Social Sciences*, 2(8), 270-280.
- Ahmed, P.K. & Rafiq, M. (2003). Internal marketing issues and challenges: commentary. *European Journal of Marketing*, 37(9), 1177-1186.
- Ahmed, P., Rafiq, M., & Saad, N.M. (2003). Internal marketing and mediating role of organizational competencies. *European Journal of Marketing*, 37(9), 1221-124.

- ALDamoe, F.M.A., Yazam, M. & Ahmid, K. (2011). The mediating effects of HRM outcomes (employee retention) on the relationship between HRM practices and organizational performance. *International Journal of Human Resource Studies*, 29(1), 75-88.
- Alexandrov, A., Babkus, E. & Yavas, U. (2007). The effects of perceived management concern for frontline employees and customers on turnover intentions: moderating roles of employees' status. *Journal of Service Research*, 9(4), 356-371.
- Allan, S.T.R., Md. Radzi, S., Hemdi, M.A. & Othman, Z. (2008). An empirical assessment of hotel managers' turnover intentions: the impact of organizational justice. *International Journal of Business and Management*, 4(4), 173-183.
- Allen, N.J. & Meyer, J.P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*. 63, 1-18.
- Allen, N.J., & Meyer, J.P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49(3), 252-276.
- Al-Marri, K., Ahmed, A.M.M.B. & Zairi, M. (2007). Excellence in service: an empirical study of the UAE banking sector. *International Journal of Quality and Reliability Management*, 24(2), 164-176.
- Aminuddin, M. (2009). Human resource management: principles and practices (2nd Ed.). Kuala Lumpur: Oxford Fajar.
- Anastasi, A. & Urbina, S. (1997). Psychological testing (7th ed). New York: Prentice – Hall.

- Andrew, D. P., Pedersen, P. M., & MacEvoy, C. D. (2011). *Research methods and design in sport management*. Human Kinetics.
- Anis, A., Rehman, K., Rehman, I., Khan, M.A. and Humayoun, A.A. (2011). Impact of organizational commitment on job satisfaction and employee retention in pharmaceutical industry. *African Journal of Business Management*, 5(17), 7316-7324.
- Aon Hewitt (2010). Malaysia Salary Increase Survey. Retrieved February 16, 2013 from <http://www.hr-matters.info/news2010>
- Ary, D., Jacob., L.C. & Razaveieh, A. (1996). *Introduction to Research Education* (5th ed). New York: Holt, Rinehart and Winston, Inc.
- Ashraf, M.A., Joarde, M.A.H. & Masum, R.A. (2008). Human resource retention practices from the employees' perspective. *Journal of Management Business*, 1(2), 203-218.
- Awwad, M.S., & Agti, D.A.M. (2011). The impact of internal marketing on commercial banks' market orientation. *International Journal of Bank Marketing*, 29(4), 308-332.
- Aydogdu, S. and Asikgil, B. (2011). An empirical study of the relationship among job satisfaction, organizational commitment and turnover intention. *International Journal of Management and Marketing*, 1(3), 43-53.
- Baah, K.D., & Amaoka, G.K. (2011). Application of Frederick Herzberg's Two Factor Theory in assessing and understanding employee motivation at work: A Ghanaian perspectives. *European Journal of Business and Management*, 3(9), 1-8.

- Babatunde, M.A. & Laoye, O.M. (2011). Assessing the effects of employee turnover on the performance of small and medium-scale enterprise in Nigeria. *Journal of African Business*, 12(2), 268-286.
- Baker, T.L. (1994). *Doing Social Research* (2nd Ed.), New York: McGraw-Hill Inc.
- Baotham S, Hongkhuntod W, & Rattanajun S. (2010). The Effects of Job Satisfaction and Organizational Commitment on Voluntary Turnover Intention of Thai Employees in the New University. *Review of Business Research*, 10(1):73-82.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Baron, R. M. & Kenny, D.A. (1986). Moderator-mediator variables distribution in social psychological research: conceptual, strategic, and statistic considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- Bashaw, E.R. & Grant, K.S. (1994). Exploring distinctive nature of work commitments: their relationships with personal characteristics, job performance, and propensity to leave. *Journal of Personal Selling & Sales Management*, 14(4), 41-56.
- Bawa, M.A. & Jantan, M. (2005). Human resource practices as determinants of employee turnover: an empirical investigation. *Asian Academy of Management Journal*, 10(2), 69-80.
- Berry, L.L. (1984). *Service Marketing Is Different*. In: Lovelock Christopher H, editor. Services Marketing. Prentice-Hall, Englewood Cliffs.
- Berry L.L & Parasuraman A. (1991). *A Marketing Services: Competing Through Quality*. New York: Free Press.
- Blau, PM. (1964). Exchange and power in social life. New York: John Wiley.

- Bradburn, N., Sudman, S., & Wansik, B. (2004). Asking questions: the definitive guide to questionnaires design. San Francisco: Jossey-Bass.
- Budhwar, P.S., Varma, A., Malhotra, M. & Mukherjee, A. (2009). Insights into the Indian call center industry: can internal marketing help tackle high employee turnover? *Journal of Service Marketing*, 23(5), 351-362.
- Business Monitor (2010). Malaysia Tourism Report, Quarter 2. Retrieved April 2012, from <http://www.businessmonitor.com>
- Cambridge Dictionary (2013). Retrieved September 21, 2013 from <http://dictionary.cambridge.org/>
- Cardy, R.L. & Lengnick-Hall, M.L. (2011). Will they stay or will they go? Exploring a customer-oriented approach to employee retention. *Journal of Business Psychology*, 26, 213-217.
- Carter, L. & Gray, D. (2007). Relational competence, internal market orientation, and employee performance. *The Marketing Review*, 7(4), 385-400.
- Caruana, A. & Calleya, P. (1998). The effect of internal marketing on organizational commitment among retail bank managers. *International Journal of Bank Marketing*, 16/3, 108-116.
- Cascio, W.F. (2003). Managing human resources. New York: McGraw-Hill.
- Central Bank of Malaysia Report (2010). Retrieved September 18, 2012, from <http://www.bnm.gov.my>
- Chamirade, B. (2007) A retention checklist: How do you rate?
- Chan, S.H. (2005). The impact of Internal Market Orientation and Product Innovation: A Study in Malaysian Manufacturing Industry. (Doctoral Dissertation. USM)

- Che Rose, R., Kumar, N., & Pak, O. G. (2011). The effect of organizational learning on organizational commitment, job satisfaction and work performance. *Journal of Applied Business Research (JABR)*, 25(6).
- Chen, Y.C., Wang, C.K., Cheng, W., Chu, H.H., & Chien, Y. (2010). Structural investigation of the relationship between working satisfaction and employee turnover. *The Journal of Human Resource and Adult Learning*, 6(1), 41-50.
- Chew, Y.T., & Wong, S.K. (2008). Effects of career mentoring experience and perceived organizational support on employee commitment and intentions to leave: a study among hotel workers in Malaysia. *International Journal of Management*, 25(4), 692-779.
- Chiang, C.F., Back., K.J., & Canter, D. (2005). The impact of employee traininh on job satisfaction and intention to stay in the hotel industry. *Journal of Human Resource in Hospitality & Tourism*, 4(2), 99-117.
- Chiboiwa, M.W., Samuel, M.O., & Chipunza, C. (2010). An examination of employee retention strategy in a private organization in Zimbabwe. *African Journal of Business Management*, 4(10), 2103-2109.
- Cho, S., Johanson, M. M., & Guchait, P. (2009). Employees' intent to leave: A comparison of determinants of intent to leave versus intent to stay. *International Journal of Hospitality Management*, 28(3), 374-381.
- Chughtai, A.A. & Zafar, S. (2006). Antecedent & consequences of organizational commitment among Pakistani university teachers. *Applied H.R.M. Research*, 11(1), 39-64.

- Cichy, R.F., Cha, J. & Kim, S. (2009). The relationship between organizational commitment and contextual performance among private club leaders. *International Journal of Hospitality Management*, 28, 53-62.
- Clarke, K. (2012, January). World of work. HR Matters. HR-Matters. Retrieved from <http://www.hr-matters.info/feat2012/2012.jan.WorldOfWork.htm>
- Coakes, S.J. & Steed, L.G. (2003). *SPSS Analysis without Anguish*, Version 11.0 for Windows. Milton: Willey.
- Cohen, A. & Golan, R. (2007). Predicting absenteeism and turnover intentions by past absenteeism on work attitudes. *Career Development International*, 12(5), 416-432.
- Cohen, J. (1998). *Statistical Power Analysis for the Behavior Science*. Hillsdale, N.J: Lawerance Erlbaum Associates.
- Cole, C.L. (2000). Building loyalty. *Workforce*, 79, 42-47. Available at EBSCOhost
- Collins, B. & Payne, A. (1991). Internal marketing: a new perspective for HRM. *European Management Journal*, 9(3), 261-270.
- Conduit, J. & Mavando, F.T. (2001). How critical is internal customer orientation to market orientation? *Journal of Business Research*, 51, 11-24.
- Cook, K.S., & Rice, E. (2003). *Social Exchange Theory*. The handbook of Social Psychology. Kluwer Academic/Plenum, 53-76.
- Cooper-Hakim, A. & Viswesvaran, C. (2005). The construct of work commitment: testing an integrative framework. *Psychological Bulletin*, 131(2), 241-259.
- Cooper, J., & Cronin, J.J. (2000). Internal marketing: a competitive strategy for long term care industry. *Journal of Business Research*, 48, 177-181.
- Cooper, P.S. & Schindler, D.R. 2008. *Business Research Methods*. Ninth Edition. New York, NY. McGraw-Hill.

- Coric, D.S., and Vokic, N.P. (2009). The roles of internal communication, human resource management and marketing concepts in determining holistic internal marketing philosophy. *Zagreb International Review of Economics & Business*, 12(2), 87-105.
- Cronbach, L.J. (1951). Coefficient alpha and the internal structure of test. *Psychometrika*, 16, 297-334.
- Cropanzano, R., & Mitchell, M.S. (2007). Social exchange theory: an interdisciplinary review. *Journal of Management*, 31(6), 874-900.
- Curtis, S., & Wright, D. (2001). Retaining employees- the fast track to commitment. *Management Research News*, 24(8/9), 59-64.
- Darolia, C., Kumari, P., & darolia, S. (2010). Perceived organisational support, work motivation, and organisational commitment as determinants of job performance. *Journal of the Indian Academy of Applied Psychology*, 36(1), 69-78.
- Davidson, M.C.G., Timo, N., & Wang, Y. (2010). How much does labour turnover cost? A study of Australian four and five star hotels. *International Journal of Contemporary Hospitality Management*, 22(4), 451-466.
- Daud, N. (2006). Human Resource Management practices and firm performance: the moderating roles of strategies and environmental uncertainties. (Phd Dissertation, USM)
- Dawley, D.D., Stephen, R.D. & Stephens, D.B. (2005). Dimensionality of organizational commitment in volunteer workers: chamber of commerce board members and role fulfilment. *Journal of Vocational Behaviour*, 67, 511-525.

- Deery, M. (2008). Talent management, work life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 20(7), 792-806.
- De Vos, A. and Meganck, A. (2009). What HR managers do versus what employees' value- exploring both parties' views on retention management from psychological contract perspective. *Personnel Review*, 38(1), 45-60.
- De Vaus, D. (2002). Survey in Social research, 5th Ed. Routledge.
- Department of Statistic Malaysia (2010). Employment report. Retrieved April 8, 2013 from <http://www.statistics.gov.my/portal/index.php>
- Dockel, A., Basson, J.S., & Coetzee, M. (2006). The effect of retention factors on organizational commitment: an investigation of high technology employees. *SA Journal of Human Resource Management*, 4(2), 20-28.
- Donavan, D.T., Brown, T.J., & Moven, J.C. (2004). Internal benefits of service-worker customer orientation: job satisfaction, commitment, and organizational citizenship behaviors. *Journal of Marketing*, 68, 128-146.
- Economic Planning Unit (2010). Retrieved October 20, 2012 from www.epu.gov.my
- Emerson, R.M. (1976). Social exchange theory. *Annual Review of Sociology*, 2, 335-362.
- Farooq, S. & Hanif, N. (2013). A descriptive study of intrinsic and extrinsic motivational factors and their role in employee retention in banking sector (Lahore) Pakistan. *International Journal of Innovation and Applied Finance*. Available at <http://www.cls.irp.edu.pk/index.php/ijiaf/editor/issuesToc/19>

- Farzad, A., Nahavandi, N. & Caruana, A. (2008). The effect of internal marketing on organizational commitment in Iranian banks. *American Journal of Applied Sciences*, 5(11), 1480-1486.
- Field, A. (2009). *Discovering Statistics using SPSS for Windows*. Third Edition, London – Thousand Oaks –New Delhi: Sage publications.
- Foxcroft, C. D., Paterson, H., Le Roux, N., & Herbst, D. (Eds.). (2004). *Psychological assessment in South Africa: A needs analysis: The test use patterns and needs of psychological assessment practitioners*. Pretoria, South Africa: Human Sciences Research Council.
- Foreman, S.K. & Woodruffe, H. (1991). Internal marketing: a case for building cathedrals. Proceeding Of The Annual Conference Of The Marketing Education Group, Cardiff Business School, 401-421.
- Frank, F.D., Finnegan, R.P. & Taylor, C.R. (2004). The race for talent: retaining and engaging workers in the 21st century. *Human Resource Planning*, 27(3), 12-25.
- Frazier, P.A., Tix, A.P., & Baron, K.E. (2004). Testing moderators and mediator effects in counselling psychology. *Journal of Counselling Psychology*, 51, 115-134.
- Ganesan, S., & Badrinath, V. (2012). Examining superior-subordinate relationship effects on employee retention in gulf countries. *European Journal of Social Sciences*, 35(2), 205-214.
- Gaspari, A. and Taga, H. (2011), Internal marketing and service quality: the case study of Albanian sea – side hotels, *Journal of Marketing and Management*, 2 (1), 1-10.

- Gberville, D.E. (2010). Strategies for recruitment, retention and performance: dimension of the federal civil service of Nigeria. *African Journal of business Management*, 4(8), 1447-1456.
- George, W.R. (1990). Internal marketing and organizational behavior: a partnership in developing customer-conscious employees at every level. *Journal of Business Research*, 20(1), 63-70.
- Gounaris, S.P. (2006). Internal market orientation and its measurement. *Journal of Business Research*, 29, 432-44.
- Gounaris, S. (2008). The notion of internal market orientation and employee job satisfaction: some preliminary evidence. *Journal of Service Marketing*, 22(1), 68-90.
- Goveart, N., Kyndt, E., Dochy, F. & Baert, H. (2011). Influence of learning and working climate on the retention of talented employees. *Journal of Workplace Learning*, 23(1), 35-55.
- Greene, W.E., Walls, G.D. & Schrest, L.I. (1994). Internal marketing: the key to external marketing success. *Journal of Service Marketing*, 8(4), 5-13.
- Gronroos, C. (1990). Relationship Approach to Marketing in Service Contexts: The Marketing and Organizational Behaviour Interface, *Journal of Business Research*, 20(1), 3-12.
- Gronroos, C. (1993). Strategic management and marketing in the service sector. Marketing Science Institute, Report No. 83-104. Massachusetts: Marketing Science Institute; 1983.
- Gronroos, C. (1985). Internal marketing – theory and practices in Bloch, T.M. Upah, G.D. and Zeithaml, V.A. (Eds), *Services Marketing In A Changing Environment*, American Marketing Association, 41-47.

- Guchait, P. and Cho, S. (2010). The impact of human resource management practices on intention to leave of employees in the service industry in India: the mediating role of organizational commitment. *The International Journal of Human Resource Management*, 21(8), 1228-1247.
- Guha, A.B. (2010). Motivators and hygiene factors of generation X and generation Y: the test of two factor theory. *Vilakshan: The XIMB Journal of Management*, 7(2), 121-132.
- Guilford, J. P. (1954). *Psychometric methods* (2nd ed.). New York: McGraw-Hill.
- Hair, J.F., Black, W.C., Babin, B.J., & Anderson, R.E. (2010). *Multivariate Data Analysis* (7th ed). Upper Saddle River, NJ: Prentice-Hall.
- Hancock, J.I., Allen, D.G., Bosco, F.A., McDaniel, K.R. and Pierce, C.A. (2013). Meta-analytic review of employee turnover as a predictor of firm performance. *Journal of Management*, 39(3), 573-603.
- Hassan, M., Hassan, S., Khan, K.U.D., & Naseem, M.A. (2011). Employee retention as a challenge in leather industry. *Global Journal of Human Social Science*, 11(2), 9-13.
- Hemdi, M.A. & Rahim, A.R.A. (2011). The effect of psychological contract and affective commitment on turnover intentions of hotel managers. *International Journal of Business and Social Science*, 2(23), 76-88.
- Hepple, J., Kipps, M., & Thomson, J. (1990). The concept of hospitality and an evaluation of its applicability to the experience of hospital patients. *International Journal of Hospitality Management*, 9(4), 305-318.
- Hemdi, M.A. & Tamalee, K. (2005). What motives Malaysian hotel employees: an exploratory study. *TEAM Journal of Hospitality & Tourism*, 2(1), 26-37.

- Herzberg, F. (1971). *Work and the Nature of Man*. New York: World Publishing.
- Herzberg, F., Mausner, B. & Snyderman, B.B. (1967). *The Motivation to Work*, 2nd ed, Wiley, New York, NY.
- Hjalager, A.M. & Andersen, S. (2001). Tourism employments: contingent work or professional career? *Employee Retention*, 23(2), 115-129.
- Holtom, B.C., Mitchell, T.R., Lee, T.W. & Eberly, M.B. (2008). Turnover and retention research: A glance at the past, a closer review of the present, and a venture into the future. *The Academy of Management Annals*, 2, 231-274.
- Homans, G.C. (1958). *Social behaviour as exchange*. *American Journal of Sociology*, 63, 597-606.
- Hong, J.H. (2007). *Statistical Techniques in Business Research: A Practical Approach*. Prentice Hall. Pearson.
- Hong, E.N.C., Hao, I.Z., Kumar, R., Ramendran, C. & Kadiresan, V. (2012). An effectiveness of human resource management practices on employee retention in institute of higher learning: A regression analysis. *International Journal of Business Research and Management*, 3(2), 60-79.
- Hong, L.C. & Kaur, S. (2008). A relationship between organizational climate, employee personality and intention to leave. *International Review of Business Research Papers*, 4(3), 1-10.
- Huang, C., Lin., H.C. & Chuang, C.H. (2006). Constructing factors related to work retention. *International Journal of Manpower*, 27(5), 491-508.
- Hunges, J.C. & Rog, E. (2008). Talent management: a strategy for improving employee recruitment, retention and engagement within hospitality organizations. *International Journal of Contemporary Hospitality Management*, 20(7), 743-757.

- Huselid, M.A. (1995). The impact of human resource management practices on turnover, productivity and corporate financial performance. *Academy of Management Journal*. 38, 635-672.
- Hwang, IS, & Chi, DJ. (2005). Relationships among internal marketing, employee job satisfaction and international hotel performance: an empirical study. *International Journal of Management*. 22(2), 285-293.
- Hytter, A. (2007). Retention strategies in France and Sweden. *The Journal of Management*, 28(1), 59-79.
- Irshad, M. (2011) factors affecting employee retention: evidence from literature review. *Abasyn Journal of Social Science*, 4(1), 84-102
- Ishak, N.K., Abdullah, F.Z. & Ramli, Z.A. (2011). The association between hard and soft human resource management orientations in the Malaysian hotel organizations. *International Journal of Business and Social Science*, 2(2), 213-220.
- James, L., & Mathew, L. (2012). Employee retention strategies: IT industry. *SCMC Journal of Indian Management*, 79-87.
- Jaros, S.J. (1995). An assessment of Meyer and Allen's (1991) three-component model of organizational commitment and turnover intentions. *Academy of Management Journal*, 317-321.
- Jaramillo, F., Mulki, J.P., & Marshall, G.W. (2005). A meta analysis of the relationship between organizational commitment and salesperson job performance: 25 years of research. *Journal of Business Research*, 58, 705-714.
- Joarder, M.H.R., Sharif, M.Z., & Ahmmed, K. (2011). Mediating role of affective commitment in HRM practices and turnover intention relationship: A study in

- a developing context. *Business and Economic Research Journal*, 2(4), 135-158.
- Jones, P. C., & Lockwood, A. (2002). *The management of hotel operations*. CengageBrain. Com.
- Jou, J.Y.H., Chou, C.K. & Fu, F.L. (2008). Development of an instrument to measure internal marketing concept. *Journal of Applied Management and Entrepreneurship*, 13(3), 66-79.
- Julie, P. (2001). *SPSS Survival Manual*. Philadelphia: Open University Press.
- Kale, S. H. (2012). Internal marketing: An antidote for Macau's labor shortage. *UNLV Gaming Research & Review Journal*, 11(1), 1.
- Kamarul, Z. A. & Raida, A.B. (2003). The association between training and organizational commitment among the white-collar workers in Malaysia. *International Journal of Training and Development*, 7(3), 166-185.
- Kaur, G., Sharma, R.D. & Seli, N. (2009). Internal market orientation in Indian banking: an empirical analysis. *Managing Service Quality*, 19(50), 595-627.
- Keller, S.B., Lynch, D.E., Ellinger, A.E., Ozment, J. & Calantone, R. (2006). The impact of internal marketing efforts in distribution service operations. *Journal of business Logistics*, 27, 109-137.
- Khan, A.M. (2010). Effects of human resource management practices on organisational performance: an empirical study of oil and gas industry in Pakistan. *European Journal of Economics, Finance and Administrative Sciences*, 24, 157-174.
- Khan, M. A., Rehman, K., Rehman, I., Safwan, N., & Ahmad, A. (2011). Modeling link between internal service quality in human resources management and

- employees retention: A case of Pakistani privatized and public sector banks. *African Journal of Business Management*, 5(3), 949-959.
- Kim, W.G., Leong, J.K., & Lee, Y.K. (2005). Effect of service orientation on job satisfaction, organizational commitment, and intention of leaving a casual dining chain restaurant. *Hospitality Management*, 24, 171-193.
- Kohler, S.S. & Mathieu, J.E. (1993). An examination of the relationship between affective reactions, work perceptions, individual resource characteristics, and multiple absence criteria. *Journal of Organizational Behavior*, 14, 515-530.
- Kohli, A.K. & Jaworski, B.J. (1990). Market Orientation: the construct, research propositions, and managerial implications. *Journal of Marketing*, 54, 1-8.
- Krejcie, Robert, & Morgan, Daryle, W. (1970). Determining sample size for research activity. *Educational and Psychological Measurement*, 30(3), 607-610.
- Kuean, W.L., Kaur, S. & Wong, E.S.K. (2010). The relationship between organizational commitment and intention to quit: the Malaysian companies perspectives. *Journal of Applied Sciences*, 10(19), 2251-2260.
- Kumar, R. & Eng, K.G. (2012). Perceived organizational commitment and its impact to the turnover intention: A correlation analysis. *Journal of Global Business and Economics*, 4(1), 40-57.
- Kyndt, E., Dochy, F., Michielsens, M. & Moeyaert, B. (2009). Employee retention: organizational and personal perspectives. *Vocations and Learning*, 2(3), 195-215.
- Lee, C. & Way, K. (2010). Individual employment characteristics of hotel employees that play role in employee satisfaction and work retention. *International Journal of Hospitality Management*, 29, 344-353.

- Lee-Ros, D. (1999). *HRM in tourism & hospitality- international perspectives in small to medium-sized Enterprises*. UK: Cassell.
- Lings, I.N. (2000). The impact of internal market orientation on external market orientation and business performance: an empirical study of the UK retail market. *ANZMAC Visionary for the 21st Century: Facing the challenge stock-keeping units: Examining patterns of Buyer Behaviour*, 1-5.
- Lings, I.N., & Greenley, G.E. (2001). *The development and validation of a measure on internal market orientation (1-32)*. Aston Business School Research Institute.
- Lings, I.N. (2004). Internal market orientation: construct and consequences. *Journal of Business Research*, 57, 405-413.
- Lings, I. N. & Greenley, G.E. (2005). Measuring internal market orientation. *Journal of Service Research*, 7(3), 290-305.
- Lings, I.N. & Greenley, G.E. (2010). Internal market orientation and market oriented behaviours. *Journal of Service Management*, 21(3), 321-343.
- Lok, P., & Crawford, J. (2001). Antecedent of organizational commitment and the mediating role of job satisfaction. *Journal of Managerial Psychology*, 16(8), 594-613.
- Lovelock, C. H., Stiff, R., Cullwick, D., & Kaufman, I. M. (1976). An Evaluation of the Effectiveness of Drop-Off Questionnaire Delivery. *Journal of Marketing Research (JMR)*, 13(4).
- Lundberg, C., Gudmundson, A. & Andersson, T.D. (2009). Herzberg's two-factor theory of work motivation tested empirically on seasonal workers in hospitality and tourism. *Tourism Management*, 30, 890-899.
- McKenna, R. (1992). *Relationship marketing*, Century Books, London.

- MacCallum, R.C., Widaman, K.F., Zhang, S., & Hong, S. (1999). Sample size in factor analysis. *Psychological Methods*, 4(1), 84-99.
- MacKinnon, D.P., Warsi G., & Dwyer, J.H. (1995). A simulation study of mediated effect measures. *Multivariate Behavioral Research*, 30, 41-62.
- Makbul, Z.M., Rahid, M.R., & Hasun, F.M. (2011). What made they go?. *Journal of Global Management*, 1(1), 13-22.
- Malaysian Economic Report (2011). Retrieved April 8, 2013 from <http://www.treasury.gov.my/index.php>.
- Malaysian Association of Hotels. (2000). Hotel Industry Employment Report. MAH, Malaysia.
- Malaysian Association of Hotels. (2001). Hotel Industry Employment Report. MAH, Malaysia.
- Masdek, N. R. N. M., Aziz, Y. A., & Awang, K. W. (2011). Impact of Selected Organizational Characteristics on Psychological and Behavioural Outcomes of Hotel Frontline Employees. *Pertanika Journal of Social Science & Humanity*, 19 (2), 369-383.
- Martinez, J.M., Stinson, J.L. & Jubenville, C.B. (2011). Internal marketing perceptions in intercollegiate athletics and their influence on organizational commitment. *Journal of Issues in Intercollegiate Athletics*, 4, 171-189.
- Mat Zin, S., Ahmad, N., Ngah, N. E., Ismail, R., Ibrahim, N., & Tan Bin Abdullah, I. H. (2012). Motivation Model for Employee Retention: Applicability to HRM Practices in Malaysian SME Sector. *Canadian Social Science*, 8(5), 8-12.
- Meyer, P. & Allen, N.J. (1991). A three component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89.

- Meyer, J.P., and Allen, N.J. (1997). *Commitment in the workplaces: theory, research, and application*. Thousand Oaks, CA: Sage.
- Meyer, J.P., Stanley, D.J., Herscovitch, L. & Topolnytsky, L (2002). Affective, continuance, and normative commitment to the organization: a Meta analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61, 20–52.
- Meyer, J.P., Stanley, L.J. & Parfyonova, N.M. (2012). Employee commitment in context: the nature and implications of commitment profiles. *Journal of Vocational Behavior*, 80, 1-16.
- Milman, A. (2001). The future of the theme park and attraction industry: a management perspective, *Journal of Travel Research*, 40, 139–147.
- Milman, A. (2003). Hourly employee retention in small and medium attractions: the central Florida example. *Hospitality Management*, 22, 17-35.
- Ministry of Tourism and Cultural Malaysia (2012). Retrieved July 10, 2012 from <http://www.motac.gov.my/en/check/registered-hotel.html>.
- Ministry of Human Resource (2009). Retrieved July 10, 2012 from <http://www.mohr.gov.my>.
- Mishra, S. (2010). Internal marketing – a tool to harness employees’ power in service organizations in India. *International Journal of Business and Management*, 5(1), 185-193.
- Mohanty, S. (2009). Retention Depicts The Health Of The Organization. *Cambodian Manage. Journal*, 1(2), 1-6.
- Mohammadi, R., Hashemi, R. & Moradi, A. (2012). Study of effects of internal marketing on customer orientation (food & drug distribution companies of

- Kermanshah province). *International Research Journal of Applied and Basic Sciences*, 3(11), 2337-2344.
- Mooi, E. & Sarstedt, M. (2011). *A concise guide to market research: the process, data, and methods using IBM SPSS Statistics*. Berlin, Heidelberg: Springer-Verlag.
- Moncarz, E., Zhao, J. & kay, C. (2009). An exploratory study of US lodging properties' organizational practices on employees' turnover and retention. *International Journal of Contemporary Hospitality Management*, 21(4), 437-458.
- Mor Barak, N., Nissly, J. A. & Levin, A. (2001). Antecedents to retention and turnover among child welfare: social work and other human service employee- what can we learn from past research? A review and Meta analysis. *Social Service Review*, 75(4), 626-661.
- Mowday, R.T., Steers, R.M. & Porter, L.W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224-247.
- Mowday, R. T., Porter, L.W., & Steers, R.M. (1982). *Employee Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover*. New York: Academic Press.
- National SME Development Council (2010). SME Annual Report 2009/2010- Growth drives in the new economic Model. Retrieved March 15, 2013 from <http://www.smecorp.gov.my>.
- Nawab, S. & Bhatti, K.K. (2011). Influence of employee compensation on organizational commitment and job satisfaction: a case study of educational sector of Pakistan. *International Journal of Business and Social Science*, 2(8), 25-32.

- Newman, A. & Sheikh, A.Z. (2012). Organizational rewards and employee commitment: a Chinese study. *Journal of Managerial Psychology*, 27(1), 71-89.
- Nikbin, D., Saad, N.N. & Ismail, I. (2010). The relationship between internal marketing and implementation of strategic orientations in Malaysian service industry. *International Journal of Business and Management Sciences*, 3(1), 17-37.
- Nunnally, J. C. & Bernstein, I.H. (1994). *Psychometric theory*. 3rd edition. McGraw-Hill, Inc. New York.
- Olkin, I. (Ed.). (1960). *Contributions to probability and statistics: essays in honor of Harold Hotelling*. Stanford University Press.
- Oncharoen, N. & Ussahawanitchakit, P. (2009). Internal marketing, external marketing, organisational competencies and business performance. *International Journal of Business Research*, 10(1), 24-30.
- Opoku, R.A., Atuobi-Yiadam, N., Ching, C.S. & Abratt, R. (2009). The impact of internal marketing on the perception of service quality in retail banking: A Ghanaian case. *Journal of Financial Services Marketing*, 13(4), 3117-3129.
- Osteraker, M.C. (1999). Measuring motivation in a learning organization. *Journal of Work Place Learning*, 11(2), 73-77.
- Panigyrakis, G.G. & Theodoridis, P.K. (2009). Internal marketing impact on business performance in a retail context. *Internal Journal of Retail & Distribution Management*, 37(7), 600-628.
- Pepe, M. (2010). The impact of extrinsic motivational dissatisfiers on employee level of job satisfaction and commitment resulting in the intent to turnover. *Journal of Business & Economics Research*, 8(9), 99-108.

- Polit, D.F., Beck, C.T. & Hungler, B.P. (2001), *Essentials of Nursing Research: Methods, Appraisal and Utilization*. 5th Ed., Philadelphia: Lippincott Williams & Wilkins.
- Ponnu, C.H. & Chuah, C.C. (2010). Organizational commitment, organizational justice, and employee turnover in Malaysia. *African Journal of Business Management*, 4(13), 2676-2692.
- Porter, L.W. & Steers, R.M. (1973). Organizational work, and personal factors in employee turnover and absenteeism. *Psychological Bulletin*, 80, 161-176.
- Porter, L W, Steers, R M, Mowday, R T., & Bouhan, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59, 603-609.
- Prabhu, V. P. (2013). Proactive Personality and Intent to Remain with an Organization: Understanding Factors Affecting Retention of Israeli Employees. *Journal of Management*, 14(4), 11-25.
- Qureshi, T.M., & Rehman, S.U. (2013). Human resources leaves managers & companies, not the job: role of affective & normative commitment in employees' retention. *Academy of Contemporary Research*. Vii (III), 98-105.
- Radzi, S.M., Alan Ramley, S.Z., Salehuddin, M., Othman, Z. & Jalis, M.H. (2009). An empirical assessment of hotel departmental managers' turnover intentions: the impact of organizational justice. *International Journal of Business and Management*, 4(8), 173-183.
- Ramlall, S. (2004). A review of employee motivation theories and their implications for employee retention within organizations. *The Journal of American of Business, Cambridge*, 52-63.

- Roscoe, J.T. (1975). *Fundamental Research Statistics for the Behavioural Sciences* (2nd ed.). New York: Holt, Rinehart and Winston.
- Saad, S., Yahya, K.K. & Pangil, F. (2011). Integrated business strategy and its constructs: pilot study at hotels in Malaysia. *Journal of Global Management*, 3(1), 34-42.
- Saari, L.M. & Jugde, T.A. (2004). Employee attitudes and job satisfaction. *Human Resource Management*, 43(4), 395-407.
- Sandhya, K., & Kumar, D.P. (2011). Employee retention by motivation. *Indian Journal of Science and Technology*, 4(12), 1778-1782.
- Sager, J.K. & Johnston, M.W. (1989). Antecedents and Outcomes of Organizational Commitment: A Study of Salespeople. *Journal of Personal Selling & sales Management*, IX, 30-41.
- Sahi, G.K., Lonial, S., Gupta, M. and Seli. (2013). Revisiting internal market orientation: a note. *Journal of Services Marketing*, 27(5), 385-403.
- Samad S. (2006). The Contribution of Demographic Variables: Job Characteristics and Job Satisfaction on Turnover Intentions. *Journal of International Management Studies*, 1 (10), 1-12.
- Samad, S., & Mohd Yusuf, S. (2012). The role of organizational commitment in mediating the relationship between job satisfaction and turnover intention. *European Journal of Social Science*, 30(1), 125-135.
- SamGnanakkan, S. (2010). Mediating role of organisational commitment of HR practices and turnover intention among ICT professionals. *Journal of Management Research*, 10(1), 39-61.

- Samuel, M.O. & Chipunza, C. (2009). Employee retention and turnover: using motivational variables as a panacea. *African Journal of Business Management*, 3(8), 410-415.
- Sanjeevkumar, V., & Wei, W. (2012). A case study on determinants of human resource practices influencing retention of employees in Kedah State Development Corporation, Malaysia. *International Journal of Business and Social Research (IJBSR)*, 2(2), 42-53.
- Saunders, M., Lewis, P. & Thornhill, A. (2003). *Research Methods for Business Students (3rd Ed)*. Prentice Hall.
- Sekaran, U. (2003). *Research Methods for Business: A Skill Building Approach (4ed)*. Wiley.
- Sekaran, U. & Bougie, R. (2010). *Research Methods for Business: A Skill Building Approach*, Wiley; London.
- Shekary, G.A. Moghadam, S.K., Adaryany, N.R. & Moghadam, I.H. (2012). The impact of internal marketing on organizational commitment in banking industry through structural equation modelling. *Interdisciplinary Journal of Contemporary Review in Business*, 13(9), 18-28.
- Sheridan, J.E. (1992). Organizational cultural and employee retention. *The Academy of Management Journal*, 35(5), 1036-1056.
- Simberova, I. (2007). Internal marketing as a part of marketing culture supporting value for external customer. *Economic and Management*, 12, 470-480.
- Soliman, E. M. (2013). The Relationship between Internal Marketing Orientation and Employee Job Satisfaction in Public Sector. *International Journal of Learning and Development*, 3(5), 111-120.

- Solinger, O.M., van Olffen, W. & Roe, R.A. (2008). Beyond the three component model of organizational commitment. *Journal of Applied Psychology*, 93(1), 70–83.
- Somers, M.J. (1995). Organizational commitment, turnover and absenteeism: an examination of direct and interaction effect. *Journal of Organizational Behavior*, 16, 49-58.
- Somer, M.J. (2009). The Combined Influence of Affective, Continuance, and Normative Commitment on Employee Withdrawal. *Journal of Vocational Behavior*, 74, 75-81.
- Souchon, A. & Lings, I. (2001). Adopting internal marketing practices across national borders: key propositions and implications. 1-9.
- Stafford, L. (2008). Social exchange theory. In L.A. Baxter & D.O. Braithwaite (Eds.), *Engaging theories in interpersonal communication: Multiple perspectives*. Thousand Oaks.
- Steers, R.M. (1977). Antecedents and outcomes of organizational commitment. *Administrative Science Quarterly*, 2, 46-56.
- Sulaiman, Y., Othman, A. R., Perumal, S., & Hussin, Z. (2013a). Escalating the Employee Job Satisfaction through Internal Market Orientation: A Childcare Centre Perspective. *Jurnal Teknologi*, 64(2), 133-138.
- Sulaiman, Y., Othman, A.R., Perumal, S. & Hashim N.A. (2013b). The relationship between the different aspects of internal market orientation and affective commitment within Malaysia Childcare sector. *Journal of Marketing Management*, 1(1), 13-21.

- Sun, L.Y., Aryee, S., & Law, K.S. (2007). High performance human resources practices, citizenship behavior and organizational performance: a relational perspective. *Academy of Management Journal*, 50, 558-577.
- Tabachnick, B. G., & Fidell, L. S. (2001). *Principal components and factor analysis*. In B. G. Tabachnick & L. S. Fidell (Eds.), *Using multivariate statistics*. Boston: Allyn & Bacon, 582 – 652.
- Tansuhaj, P., Randall, D. & McCullough, J. (1988). A services marketing management model: integrating internal and external marketing functions. *The Journal of Services Marketing*, 2(1), 31-38.
- Taufik, M., Sumarjan, N. & Sulaiman, S. (2012). Personality traits and Organizational commitment: Employees' perspectives. Proceeding from 3rd ICBER 2012: 3rd International conference on Business and Economic Research.
- Taylor, S.L. & Cosenza, R.M. (1997). Internal marketing can reduce turnover. *Supervision*, 58(12), 3.
- Tan, T.H., & Waheed, A. (2011). Herzberg's Motivation-Hygiene and job satisfaction in the Malaysian retail sector: mediating effect of love of money. *Asian Academy of Management Journal*, 16(1), 73-94.
- Thesundaily (2012, October 31). Average salary increase of 5.7% in 2014: Survey. Retrieved from <http://www.thesundaily.my>
- Thibault, J.W. & Kelly, H.H. (1959). *The social psychology of groups*. New York: John Wiley.
- Tortosa-Edo, V., Sanchez-Garcia, J., & Moliner-Tena, M.A. (2010). Internal market orientation and its influence on the satisfaction of contact personnel. *The Service Industries Journal*, 30(8), 1279-1297.

- UNTWO (2010). World Travel and Tourism Council, progress and priorities, 2008/09. Retrieved February 16, 2013 from <http://unwto.org>
- Vaiman, V. (2008). Retention management as a means of protecting tacit knowledge in an organisation: a conceptual framework for services firms. *International Journal of Learning & Intellectual capital*, 5(2), 172-185.
- Vazifehdoost, H., Hoosgmand, S. & Dehafarin, E. (2012). The effects of internal marketing and organizational commitment on bank's success. *International Journal of Business and Commerce*, 1(9), 1-15.
- West, R. & Turner, L. (2007). *Introducing communication theory*. McGraw Hill. 186-187.
- Whitt, W. (2006). The impact of increase employee retention on performance in a customer contact counter. *Manufacturing & Service Operation Management*, 8(3), 235-252.
- Winter, J.P. (1985). Getting your house in order with internal marketing: a marketing prerequisite. *Health Marketing Quarterly*, 3(1), 69.
- Woodruffe, H. (1995). *Services marketing*. London: Pitman.
- World Travel and Tourism Council (WTTC) 2013. Malaysia Travel and Tourism Economic Impact 2013. Retrieved April 20, 2013 from <http://www.wttc.org>.
- Wright, L.T. and Crimp, M. (2000). *The Marketing Research Process*, 5th ed., Prentice-Hall.
- Wright, P.M., McMahan, G.C. & McWilliams, A. (1994). Human Resources and Sustained Competitive Advantage: A Resource-based Perspective. *International Journal of Human Resource Management*, 5(2), 301-326.
- Wright, P.M. & Snell, S.A. (1991). Toward an integrative view of strategic human resource management, *Human Resource Management Review*, 1, 203-225.

- Yang, J. T., Wan, C. S., & Fu, Y. J. (2012). Qualitative examination of employee turnover and retention strategies in international tourist hotels in Taiwan. *International Journal of Hospitality Management*, 31(3), 837-848.
- Yang, W. H. (2010). Relationships among Internal Marketing Perceptions, Organizational Support, Job Satisfaction and Role Behavior in Healthcare Organizations. *International Journal of Management*, 27(2), 235-242.
- Yavas, U., Karatepe, O.M., Babakus, E., Avai, T. (2004). Customer Complaints and Organizational Response: A Study of Hotels Guest in North Cyprus. *Journal of Hospitality & Leisure Marketing*, 11(2/3), 31-46.
- Zaman, K., Javaid, N., Arshad, A. and Bibi, S. (2012). Impact of internal marketing on market orientation and business performance. *International Journal of Business and Social Science*, Vol.3, No.12, pp. 76-87.
- Zampetakis, L.A., & Moustakis, V. (2007). Fostering corporate entrepreneurship through internal marketing: implications for change in the public sector. *European Journal of Innovation Management*, 10(4), 413-433.

Appendix 1
Questionnaire
English Version

**UNIVERSITI UTARA MALAYSIA
OTHMAN YEOP ABDULLAH
GRADUATE SCHOOL OF BUSINESS**



SURVEY QUESTIONNAIRE

**ASSESSING INTERNAL MARKET ORIENTATION,
EMPLOYEES' ORGANIZATIONAL
COMMITMENT AND EMPLOYEES' RETENTION:
AN EVIDENCE FROM MALAYSIAN HOTEL
INDUSTRY**

Thank you for participating in this study.

1. This questionnaire concerns the relationship between internal market orientation, employees' organisational commitment and employees' retention in Malaysian hotel industry.
2. All information given in this questionnaire will be kept strictly confidential. Your responses will be used in an aggregate form with other responses. At no time will your responses or your name be identified in any reports.
3. If you have any enquiries, please contact HAMIZA JAMALUDIN at 019-9839934 or Hamiza@uniten.edu.my

Section 1: Internal Market Orientation

Please indicate your extent of agreement or disagreement by circling the number in the appropriate column. .

1 = strongly disagree -----> 5 = strongly agree

This organization emphasizes on understanding our needs.	1	2	3	4	5
My supervisor sees that we all meet regularly so that we have the chance to say what we expect from this organization.	1	2	3	4	5
At least one per year we fill in questionnaires regarding our needs and want from this organization.	1	2	3	4	5
Our management seeks to find out what competitors do to keep their employees satisfied.	1	2	3	4	5
Assessing our job satisfaction is an important task for our supervisor.	1	2	3	4	5
This organisation is informed about legal development in the labor market.	1	2	3	4	5
This organisation is aware of employment rates in our industry	1	2	3	4	5
This organisation is informed about new jobs created in other industries that could attract employees from this firm.	1	2	3	4	5
This organisation is systematically analysing the working conditions of employees working in competition	1	2	3	4	5
In this organisation employees are identified in groups based on our individual characteristics and needs.	1	2	3	4	5
Before any policy change is introduced our individual characteristics have always been considered in advance.	1	2	3	4	5
All employees are treated exactly the same way. Individual needs are ignored (R).	1	2	3	4	5
Our individual needs are systematically assessed in this organisation.	1	2	3	4	5
Every important decision regarding human-resource policies is always adapted according to our individual needs.	1	2	3	4	5
Specific human-resource policies are always considered for specific groups of employees with a common set of needs.	1	2	3	4	5
No action is ever taken unless its impact on specific group of employees with common needs is evaluated.	1	2	3	4	5
The human-resource related policies apply to everyone. Individual needs are never considered (R).	1	2	3	4	5
Before any policy change, my supervisor informs me phase-to-phase in advance.	1	2	3	4	5
My supervisor is sincerely listening about the problems I they doing my job.	1	2	3	4	5
My supervisor is sincerely concerned about personal problem I have that may affect my performance.	1	2	3	4	5
My supervisor is never too busy to talk with me when I need him/ her.	1	2	3	4	5
My supervisor spends time informing me about my tasks, my objectives and to reach an agreement with me.	1	2	3	4	5
The supervisors in this organisation meet regularly to discuss subordinates' problems and listen to what the other supervisors have to say.	1	2	3	4	5

If an employee in this company is faced with a serious problem, the managers from other departments will become aware of it in on-time.	1	2	3	4	5
This company encourages our managers to meet and discuss among them issues concerning their subordinates.	1	2	3	4	5
In many occasions, the solution to a problem I had came from a manager from a different department, not from my direct manager.	1	2	3	4	5
My job description allows me to satisfy my personal needs and goals through my work.	1	2	3	4	5
Nothing has ever been assigned to me unless my supervisor and I had agreed that I could really do it.	1	2	3	4	5
The tasks I am assigned will help me to advance my career with this company.	1	2	3	4	5
My supervisor is expected to justify my job description and the tasks I am assigned with more senior's levels of management.	1	2	3	4	5
When I do something extraordinary I know that I will receive some financial bonus/reward.	1	2	3	4	5
My income and the annual increases are dependent only to the Union's bargaining with the employers side (R).	1	2	3	4	5
My income and annual increases are very closely tied to my qualifications and my performance.	1	2	3	4	5
Everyone gets an annual bonus regardless of their performance (R).	1	2	3	4	5
My income and the annual increases are much related to those of people with similar qualifications working in this company or any other industry.	1	2	3	4	5
The senior management of this company is really indifferent for our problems (R).	1	2	3	4	5
Nothing too expensive for our Senior Management if this would satisfy needs of specific groups of employees.	1	2	3	4	5
The Senior management is really considering about our individual needs and makes policies that reflect it.	1	2	3	4	5
The Senior Management is resolved to solving our problems and giving us all required support necessary for our job.	1	2	3	4	5
In this organisation, training is closely related to the individual needs of each employee.	1	2	3	4	5
A newly hired employee will have to find his/her own answers to the requirements of the jobs (R).	1	2	3	4	5
Before the implementation of a major change in service rules, we always gets significant training regarding its impact on our daily activities and job description.	1	2	3	4	5
If one is moved from one department to another, the new supervisor will personally train him/her for a pre-specified period of time.	1	2	3	4	5

Section 2: Employees' Organisational Commitment

Please indicate your extent of agreement or disagreement by circling the number in the appropriate column. .

1 = strongly disagree -----> 5 = strongly agree

I would be very happy to spend the rest of my career with this organisation.	1	2	3	4	5
I enjoy discussing my organisation with the outsider.	1	2	3	4	5
I really feel as if this hotel's problems are my own.	1	2	3	4	5
I think that I could easily become as attached to another organisation as I am to this organisation (R).	1	2	3	4	5
I do not feel like part of the family' at this organisation (R).	1	2	3	4	5
I do not feel "emotionally attached" to this organisation (R).	1	2	3	4	5
This organisation has a great deal of personal meaning for me.	1	2	3	4	5
I do not feel strong sense of belonging to my organisation (R).	1	2	3	4	5
I am not afraid of what might happen if I quit my job without having another one lined-up (R).	1	2	3	4	5
It would be very hard for me to leave this hotel right now, even if I wanted to.	1	2	3	4	5
Too much in my life would be disrupted if I decide I wanted to leave this organisation now.	1	2	3	4	5
It wouldn't be too costly for me to leave this organisation now (R).	1	2	3	4	5
Right now, staying with this organisation is matter of necessity as much as desire.	1	2	3	4	5
I feel that I have too few options to consider leaving this organisation.	1	2	3	4	5
One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	1	2	3	4	5
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal scarifies - another hotel organisation may not match the overall benefits I have here.	1	2	3	4	5
I think that people these days move from company to company too often.	1	2	3	4	5
I do not believe that a person must always be loyal to his or her organization (R).	1	2	3	4	5
Jumping from organization to organization seem at all unethical to me (R).	1	2	3	4	5
One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	1	2	3	4	5
If I got another offer for a better job elsewhere I would not feel it was right to leave my organization					

I was taught to believe in the value of remaining loyal to one organization (R).	1	2	3	4	5
Things were better in the days when people stayed with one organization for most of their careers.	1	2	3	4	5
I do not think that wanting to be a “company man” or “company women” is sensible anymore (R).	1	2	3	4	5

Section 3: Employees' Retention

Please indicate your extent of agreement or disagreement by circling the number in the appropriate column. .

1 = strongly disagree -----> 5 = strongly agree

I'm planning on working for another organisation within a period of three years.	1	2	3	4	5
Within this organisation my work gives me satisfaction.	1	2	3	4	5
If I wanted to do another job or function, I would look first at the possibilities within this organisation.	1	2	3	4	5
I see a future for myself within this company.	1	2	3	4	5
It doesn't matter if I'm working for this organisation or another, as long I have work.	1	2	3	4	5
If it were up to me, I will definitely be working for this organisation for the next five years.	1	2	3	4	5
If I could start over again, I would choose to work for another organisation.	1	2	3	4	5
If I received an attractive job offer from another organisation, I would take the job.	1	2	3	4	5
The work I'm doing is very important to me.	1	2	3	4	5
I love working for this organisation.	1	2	3	4	5
I have checked out a job in another organisation previously.	1	2	3	4	5

Section 4: Demographic

Please tick your answer on the following questions.

1. Department

- ☐ Front Desk
- ☐ House keeper
- ☐ General Manager
- ☐ Concierge
- ☐ Security
- ☐ Maintenance
- ☐ F&B
- ☐ Others (Please Specify).....

2. Education Level

- ☐ SRP/ PMR
- ☐ SPM
- ☐ STPM
- ☐ Diploma
- ☐ First Degree
- ☐ Master
- ☐ Others (Please specify).....

3. Gender

- ☐ Male
- ☐ Female

4. Age
- ☐ 30 years and below
- ☐ 31 – 40 years
- ☐ 41 – 50 years
- ☐ 51 years and above
5. Nationality
- ☐ Citizen
- ☐ Non-Citizen
6. Years of Service
- ☐ Less than 5 years
- ☐ 5 – 10 years
- ☐ 11 – 20 years
- ☐ 20 years and above

~ THANK YOU~

Appendix 2
Borang Soal Selidik
Versi Bahasa Malaysia

**UNIVERSITI UTARA MALAYSIA
OTHMAN YEOP ABDULLAH
GRADUATE SCHOOL OF BUSINESS**



SOAL SELIDIK

**MENILAI ORIENTASI PEMASARAN
DALAMAN, KOMITMENT PEKERJA TERHADAP
ORGANISASI DAN PENGEKALAN PEKERJA:
BUKTI DARIPADA INDUSTRI PERHOTELAN DI
MALAYSIA.**

Terima kasih atas kesudian tuan/puan mengambil bahagian di dalam kajian ini.

1. Soal selidik ini adalah mengenai perhubungan antara orientasi pemasaran dalaman, komitmen pekerja terhadap organisasi dan pengekalan pekerja di dalam industri perhotelan di Malaysia.
2. Kesemua maklumat yang diberikan di dalam soal selidik ini adalah digunakan untuk tujuan ini dan pengembangan ilmu semata-mata. Semua maklumat ini dianggap sulit dan semua butiran kajian ini akan disimpan tanpa didedahkan kepada mana-mana laporan.
3. Jika tuan/puan mempunyai sebarang kemusykilan, sila hubungi saya HAMIZA JAMALUDIN di talian 019-9839934 atau emailkan kepada Hamiza@uniten.edu.my.

Bahagian 1: Orientasi Pasaran Dalam

Sila nyatakan pandangan anda terhadap soalan-soalan di bawah dengan membulatkan jawapan anda di dalam ruangan yang disediakan.

1 = Sangat tidak bersetuju -----> 5 = Sangat bersetuju

Organisasi ini menitikberatkan pemahaman tentang keperluan kami.	1	2	3	4	5
Penyelia saya memastikan yang kami akan sentiasa bertemu bagi memberi peluang kepada kami untuk menyatakan apa yang kami harapkan dari organisasi ini.	1	2	3	4	5
Sekurang-kurangnya sekali dalam setahun kami akan menjawab soal selidik mengenai keperluan dan kehendak kami daripada organisasi ini	1	2	3	4	5
Pihak pengurusan kami mengambil tahu bagaimana pesaing mereka memastikan kepuasan pekerja.	1	2	3	4	5
Menilai kepuasan kami terhadap pekerjaan kami adalah penting bagi penyelia kami.	1	2	3	4	5
Pihak organisasi memberi maklum tentang perkembangan perundangan di dalam pasaran buruh	1	2	3	4	5
Organisasi ini maklum mengenai peluang pekerjaan yang ditawarkan di dalam industri lain yang boleh menarik minat pekerja daripada organisasi ini.	1	2	3	4	5
Organisasi ini sedia-maklum mengenai kadar guna tenaga di dalam industri kami.	1	2	3	4	5
Organisasi ini secara sistematik menganalisa keadaan pekerja yang bekerja dalam keadaan bersaing	1	2	3	4	5
Di dalam organisasi ini, pekerja dikenalpasti mengikut kumpulan berdasarkan ciri-ciri dan keperluan individu	1	2	3	4	5
Ciri-ciri individu pekerja sentiasa dipertimbangkan terlebih dahulu, sebelum mana-mana perubahan polisi diperkenalkan.	1	2	3	4	5
Semua pekerja dilayan sama rata. Keperluan individu diabaikan (R).	1	2	3	4	5
Keperluan individu kami dinilai secara sistematik dalam organisasi ini.	1	2	3	4	5
Setiap keputusan penting yang berkaitan dengan polisi sumber manusia sentiasa dibuat berdasarkan keperluan individu	1	2	3	4	5
Polisi sumber manusia yang khusus seringkali dipertimbangkan untuk kumpulan pekerja tertentu yang mempunyai keperluan yang sama.	1	2	3	4	5
Tidak ada tindakan yang diambil kecuali ia member kesan ke atas kumpulan pekerja yang tertentu yang mempunyai keperluan yang sama telah dikaji	1	2	3	4	5
Polisi yang berkaitan dengan sumber manusia adalah digunapakai kepada semua pekerja. Keperluan inidividu tidak pernah pertimbangan (R).	1	2	3	4	5
Sebelum perubahan pada mana-mana polisi dilakukan, penyelia saya akan memaklumkan terlebih dahulu perubahan tersebut dari satu fasa kepada satu fasa yang lain.	1	2	3	4	5
Penyelia saya dengan jujur mendengar masalah berkaitan tugas yang saya lakukan.	1	2	3	4	5
Penyelia saya dengan jujur mengambil berat terhadap masalah peribadi saya yang mungkin akan mengganggu prestasi saya	1	2	3	4	5

Penyelia saya sentiasa meluangkan masa untuk berbincang dengan saya bila saya memerlukan beliau.	1	2	3	4	5
Penyelia saya meluangkan masa memaklumkan saya berkenaan tugas dan objektif saya bagi mencapai kata sepakat dengan saya.	1	2	3	4	5
Para penyelia di organisasi ini sering bertemu untuk membincangkan masalah-masalah pekerja bawahan dan mendengar pandangan daripada kalangan mereka.	1	2	3	4	5
Jika seseorang pekerja dalam organisasi ini berhadapan dengan satu masalah yang serius, pengurus dari jabatan lain akan mengetahuinya pada masa yang sama/singkat.	1	2	3	4	5
Organisasi ini menggalakkan para pengurus untuk membincangkan isu-isu berkaitan dengan pekerja mereka.	1	2	3	4	5
Dalam banyak keadaan, penyelesaian kepada sesuatu masalah yang saya hadapi datangnya daripada pengurus daripada jabatan yang lain, tidak dari pengurus saya	1	2	3	4	5
Keterangan tugas yang diberikan membenarkan saya untuk berpuas hati dengan keperluan dan matlamat peribadi saya melalui kerja yang saya lakukan.	1	2	3	4	5
Tiada apa tugas yang diberikan kepada saya kecuali setelah saya dan penyelia saya bersetuju bahawa saya mampu melaksanakannya	1	2	3	4	5
Tugas yang di pertanggungjawabkan kepada saya akan membantu saya dalam memajukan karier saya di organisasi ini.	1	2	3	4	5
Penyelia saya disarankan untuk mengenalpasti kerja dan keterangan tugas yang telah diberikan kepada saya dengan penglibatan lebih ramai pihak pengurusan atasan.	1	2	3	4	5
Saya sedia maklum bahawa saya akan memperolehi ganjaran tambahan dalam bentuk kewangan bilamana saya melakukan sesuatu yang istimewa / luar biasa.	1	2	3	4	5
Pendapatan dan kenaikan tahunan saya adalah bergantung kepada perundingan pihak kesatuan sekerja dengan pihak majikan (R).	1	2	3	4	5
Pendapatan dan kenaikan tahunan saya adalah berkait rapat dengan kelayakan dan prestasi saya.	1	2	3	4	5
Setiap pekerja menikmati bonus tahunan tanpa bergantung kepada prestasi mereka (R).	1	2	3	4	5
Pendapatan dan kenaikan tahunan saya adalah berkait rapat dengan mereka yang mempunyai kelayakan yang serupa di organisasi ini atau industri yang lain.	1	2	3	4	5
Pihak pengurusan atasan organisasi ini tidak prihatin terhadap masalah kami (R).	1	2	3	4	5
Tiada apa yang terlalu berharga kepada pihak pengurusan atasan sekiranya keprihatinan ini akan memberi kepuasan kepada kumpulan pekerja yang tertentu	1	2	3	4	5
Pihak pengurusan atasan sangat prihatin berkenaan keperluan individu kami dan memperkenalkan polisi berdasarkan keperluan ini	1	2	3	4	5
Pihak Pengurusan Atasan bertekad (bersetuju) untuk menyelesaikan masalah kami dan memberi sokongan untuk kerja kami	1	2	3	4	5
Di dalam organisasi ini, latihan adalah berkait rapat dengan keperluan individu setiap pekerja.	1	2	3	4	5
Pekerja yang baru dilantik perlu mencari jawapan sendiri kepada keperluan dalam pekerjaan (R).	1	2	3	4	5
Sebelum perubahan besar dilaksanakan berkenaan peraturan perkhidmatan, kami sentiasa diberikan latihan berkenaan keberkesanannya ke atas aktiviti-aktiviti harian dan keterangan tugas.	1	2	3	4	5

Jika seseorang berpindah dari satu jabatan ke jabatan yang lain, penyelia baru sendiri akan melatih beliau secara personal untuk jangkamasa yang telah ditentukan.	1	2	3	4	5
--------------------------------------------------------------------------------------------------------------------------------------------------------------------	---	---	---	---	---

Bahagian 2: Komitmen Pekerja Terhadap Organisasi

Sila nyatakan pandangan anda terhadap soalan-soalan di bawah dengan membulatkan jawapan anda di dalam ruangan yang disediakan.

1 = Sangat tidak bersetuju -----> 5 = sangat bersetuju

Saya sangat gembira untuk menghabiskan kerjaya saya di organisasi ini	1	2	3	4	5
Saya gembira membincangkan berkenaan organisasi ini dengan pihak luar.	1	2	3	4	5
Saya merasakan masalah organisasi ini adalah juga masalah saya.	1	2	3	4	5
Saya fikir ianya mudah bagi saya untuk berkerja dengan organisasi lain sebagaimana saya berkerja di hotel ini (R).	1	2	3	4	5
Saya tidak berasa seperti sebahagian daripada organisasi ini (R).	1	2	3	4	5
Saya tidak rasa terikat secara emosi kepada organisasi ini (R).	1	2	3	4	5
Organisasi ini mempunyai makna yang tersendiri kepada saya.	1	2	3	4	5
Saya tidak mempunyai perasaan yang mendalam terhadap organisasi ini (R).	1	2	3	4	5
Saya tidak amat bimbang tentang apa yang mungkin berlaku jika saya berhenti dari organisasi ini tanpa mempunyai pekerjaan yang lain (R).	1	2	3	4	5
Adalah sangat sukar bagi saya untuk meninggalkan organisasi ini walaupun sekiranya saya mengkehendaknya.	1	2	3	4	5
Terlalu banyak perkara dalam hidup saya yang akan terganggu , jika saya mengambil keputusan untuk meninggalkan organisasi ini sekarang.	1	2	3	4	5
Ianya tidak merugikan untuk saya meninggalkan organisasi ini sekarang (R).	1	2	3	4	5
Buat masa sekarang, bersama dengan organisasi ini adalah satu keperluan disamping sesuatu yang saya inginkan.	1	2	3	4	5
Saya merasakan yang saya mempunyai terlalu sedikit pilihan untuk dipertimbangkan untuk meninggalkan organisasi ini.	1	2	3	4	5
Salah satu kesan buruk apabila meninggalkan organisasi ini adalah bilamana terdapat terlalu sedikit pilihan yang ada diluar sana.	1	2	3	4	5
Salah satu sebab saya terus bekerja di organisasi ini adalah kerana meninggalkan hotel ini akan memerlukan pengorbanan individu yang besar - organisasi lain mungkin tidak dapat menandingi manfaat keseluruhan yang saya miliki sekarang ini.	1	2	3	4	5
Saya berpendapat pekerja-pekerja sekarang terlalu kerap berpindah dari satu organisasi ke organisasi yang lain.	1	2	3	4	5
Saya tidak percaya pekerja mesti sentiasa setia kepada organisasi mereka (R).	1	2	3	4	5
Bertukar dari satu organisasi ke satu organisasi adalah tidak kelihatan seperti tidak beretika kepada saya (R).	1	2	3	4	5
Salah satu factor penting yang menyebabkan saya terus bekerja di organisasi ini adalah kerana saya percaya kesetiaan adalah amat penting dan merasakan adalah tanggungjawab saya untuk terus setia.	1	2	3	4	5

Sekiranya saya mendapat tawaran kerja yang lebih baik di tempat lain, saya merasakan ianya tidak patut untuk saya meninggalkan organisasi ini.	1	2	3	4	5
Saya diajar untuk percaya pada nilai kesetiaan kepada sesebuah organisasi.	1	2	3	4	5
Keadaan menjadi lebih baik pada masa dahulu apabila pekerja hanya bekerja untuk satu organisasi sepanjang kerjayanya.	1	2	3	4	5
Saya tidak fahir menjadi “company man” atau “company women” adalah sesuatu yang rasional(R).	1	2	3	4	5

Bahagian 3: Pengekalan Pekerja

Sila nyatakan pandangan anda terhadap soalan-soalan di bawah dengan membulatkan jawapan anda di dalam ruangan yang disediakan.

1 = Sangat tidak bersetuju -----> 5 = sangat bersetuju

Saya bercadang untuk bekerja dengan organisasi lain dalam tempoh masa tiga tahun.	1	2	3	4	5
Bekerja dengan organisasi ini memberi saya kepuasan.	1	2	3	4	5
Sekiranya saya ingin melakukan kerja atau fungsi yang lain, saya akan mencari peluang di dalam organisasi ini terlebih dahulu.	1	2	3	4	5
Saya melihat(nampak) masa depan saya bersama organisasi ini.	1	2	3	4	5
Saya tidak peduli samada saya bekerja di organisasi ini atau organisasi yang lain, asalkan saya mempunyai pekerjaan.	1	2	3	4	5
Tidak menjadi masalah samada saya bekerja di organisasi ini atau organisasi yang lain, asalkan saya mempunyai pekerjaan.	1	2	3	4	5
Jika saya boleh bermula semula, saya akan memilih untuk bekerja dengan organisasi lain.	1	2	3	4	5
Sekiranya saya mendapat tawaran kerja yang lebih baik daripada organisasi lain, saya akan menerima kerja tersebut.	1	2	3	4	5
Pekerjaan yang saya lakukan ini adalah sangat penting kepada saya.	1	2	3	4	5
Saya suka untuk bekerja dengan organisasi ini.	1	2	3	4	5
Saya telah mencari peluang pekerjaan di organisasi yang lain sebelum ini.	1	2	3	4	5

Bahagian 4: Pengekalan Pekerja

Sila tandakan jawapan anda untuk soalan berikut.

1. Jawatan

<input type="checkbox"/>	Meja Hadapan
<input type="checkbox"/>	Pencucian
<input type="checkbox"/>	Pengurus
<input type="checkbox"/>	Penjaga pintu
<input type="checkbox"/>	Keselamatan
<input type="checkbox"/>	Penyelenggaraan
<input type="checkbox"/>	Makanan dan minuman
<input type="checkbox"/>	Lain-lain (Sila nyatakan.....)

2. Tahap pendidikan

<input type="checkbox"/>	SRP/ PMR
<input type="checkbox"/>	SPM
<input type="checkbox"/>	STPM
<input type="checkbox"/>	Diploma
<input type="checkbox"/>	Ijazah pertama
<input type="checkbox"/>	Ijazah Sarjana
<input type="checkbox"/>	Lain-lain (nyatakan).....

3. Jantina

<input type="checkbox"/>	Lelaki
<input type="checkbox"/>	Perempuan

4. Umur ☐ 30 tahun dan ke bawah
☐ 31 – 40 tahun
☐ 41 – 50 tahun
☐ 51 tahun dan ke atas
5. Warganegara ☐ Warganegara
☐ Bukan warganegara
6. Jumlah tahun berkhidmat ☐ Kurang dari 5 tahun
☐ 5 – 10 tahun
☐ 11 – 20 tahun
☐ 21 tahun dan lebih

~TERIMA KASIH/ THANK YOU~

Appendix 3

Reliability Analysis of Pilot Study

i. Internal Market Intelligence Generation (IMIG)

Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded ^a	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.852	.856	17

Item Statistics

	Mean	Std. Deviation	N
IMO1	3.40	.928	40
IMO2	3.53	.933	40
IMO3	3.48	1.281	40
IMO4	3.45	1.085	40
IMO5	3.43	1.107	40
IMO6	3.70	1.091	40
IMO7	3.68	.917	40
IMO8	3.58	1.035	40
IMO9	3.30	.911	40
IMO10	3.13	.939	40
IMO11	3.48	.905	40
IMO12	2.83	1.059	40
IMO13	3.25	1.104	40
IMO14	3.48	.960	40
IMO15	3.33	.888	40
IMO16	3.28	.960	40
IMO17	3.30	1.043	40

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
IIMO1	54.18	76.199	.694	.790	.834
IMO2	54.05	75.485	.737	.836	.832
IMO3	54.10	71.169	.717	.906	.829
IMO4	54.13	79.548	.392	.661	.848
IMO5	54.15	73.823	.697	.693	.832
IMO6	53.88	74.522	.669	.882	.834
IMO7	53.90	76.400	.690	.788	.834
IMO8	54.00	76.872	.571	.738	.839
IMO9	54.28	79.640	.481	.540	.844
IMO10	54.45	79.844	.452	.835	.845
IMO11	54.10	81.426	.371	.632	.849
IMO12	54.75	101.987	-.692	.771	.896
IMO13	54.33	76.225	.564	.824	.839
IMO14	54.10	77.785	.566	.726	.840
IMO15	54.25	77.526	.638	.743	.837
IMO16	54.30	80.062	.426	.614	.846
IMO17	54.28	83.487	.196	.518	.857

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
57.58	88.302	9.397	17

ii. Intelligence Market Intelligence Dissemination (IMID)

Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded ^a	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.727	.743	9

Item Statistics

	Mean	Std. Deviation	N
IMO18	3.80	1.043	40
IMO19	3.50	.934	40
IMO20	3.60	1.081	40
IMO21	3.55	1.061	40
IMO22	3.48	1.176	40
IMO23	3.65	1.099	40
IMO24	3.78	1.050	40
IMO25	3.38	1.079	40
IMO26	2.98	1.250	40

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
IMO18	27.90	23.631	.537	.372	.679
IMO19	28.20	25.292	.426	.542	.700
IMO20	28.10	22.605	.621	.600	.662
IMO21	28.15	22.592	.639	.779	.660
IMO22	28.22	21.358	.683	.789	.646
IMO23	28.05	23.331	.530	.616	.679
IMO24	27.93	26.276	.259	.357	.727
IMO25	28.33	23.763	.498	.501	.685
IMO26	28.72	32.974	-.305	.434	.827

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
31.70	30.164	5.492	9

iii. Responsiveness to Intelligence (RTI)

Case Processing Summary

	N	%
Valid	40	100.0
Cases Excluded ^a	0	.0
Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.793	.795	17

Item Statistics

	Mean	Std. Deviation	N
IMO27	3.45	1.176	40
IMO28	3.20	1.137	40
IMO29	3.73	1.086	40
IMO30	3.40	.928	40
IMO31	3.23	1.330	40
IMO32	3.20	1.224	40
IMO33	3.55	1.260	40
IMO34	3.23	1.405	40
IMO35	2.98	1.165	40
IMO36	3.30	.966	40
IMO37	3.15	1.051	40
IMO38	3.48	.933	40
IMO39	3.33	1.023	40
IMO40	3.88	1.223	40
IMO41	3.35	1.312	40
IMO42	3.48	1.240	40
IMO43	3.45	1.197	40

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
IMO27	53.90	75.374	.690	.844	.760
IMO28	54.15	85.054	.215	.694	.794
IMO29	53.63	85.010	.233	.775	.792
IMO30	53.95	82.305	.456	.643	.779
IMO31	54.13	74.779	.622	.716	.763
IMO32	54.15	91.105	-.075	.612	.814
IMO33	53.80	79.959	.413	.432	.780
IMO34	54.13	84.984	.150	.724	.802
IMO35	54.38	87.112	.109	.747	.801
IMO36	54.05	84.921	.281	.722	.789
IMO37	54.20	87.344	.122	.729	.799
IMO38	53.88	82.574	.436	.794	.780
IMO39	54.03	81.153	.470	.769	.778
IMO40	53.48	73.487	.756	.796	.754
IMO41	54.00	81.538	.320	.808	.788
IMO42	53.88	74.676	.683	.746	.759
IMO43	53.90	74.400	.727	.830	.757

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
57.35	90.849	9.531	17

iv. Affective Commitment (AFC)

Case Processing Summary

	N	%
Valid	40	100.0
Cases Excluded ^a	0	.0
Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.812	.813	8

Item Statistics

	Mean	Std. Deviation	N
EOC1	3.43	.984	40
EOC2	3.28	.987	40
EOC3	3.50	.987	40
EOC4	3.33	1.118	40
EOC5	3.50	.934	40
EOC6	2.98	1.165	40
EOC7	3.45	1.061	40
EOC8	3.18	1.059	40

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EOC1	23.20	24.728	.428	.382	.804
EOC2	23.35	24.951	.401	.274	.808
EOC3	23.13	22.933	.632	.647	.776
EOC4	23.30	23.087	.516	.349	.793
EOC5	23.13	23.907	.559	.389	.787
EOC6	23.65	22.797	.514	.571	.794
EOC7	23.18	22.558	.615	.632	.778
EOC8	23.45	22.972	.570	.680	.785

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
26.63	29.881	5.466	8

v. Normative Commitment (NC)

Case Processing Summary

	N	%
Valid	40	100.0
Excluded ^a	0	.0
Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.865	.868	8

Item Statistics

	Mean	Std. Deviation	N
EOC9	3.35	1.272	40
EOC10	3.40	1.194	40
EOC11	3.50	1.340	40
EOC12	3.70	1.114	40
EOC13	3.40	1.008	40
EOC14	3.40	1.081	40
EOC15	3.48	1.012	40
EOC16	3.38	1.125	40

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EOC9	24.25	36.603	.338	.405	.882
EOC10	24.20	33.344	.628	.546	.847
EOC11	24.10	30.605	.744	.629	.833
EOC12	23.90	32.195	.790	.690	.829
EOC13	24.20	36.421	.492	.318	.861
EOC14	24.20	33.446	.704	.643	.839
EOC15	24.12	35.753	.549	.681	.856
EOC16	24.22	32.743	.731	.696	.836

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
27.60	43.426	6.590	8

vi. Continuance Commitment (CC)

Case Processing Summary

	N	%
Valid	40	100.0
Cases Excluded ^a	0	.0
Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.771	.777	8

Item Statistics

	Mean	Std. Deviation	N
EOC17	3.68	1.071	40
EOC18	3.38	1.055	40
EOC19	2.88	1.137	40
EOC20	3.40	1.081	40
EOC21	3.40	1.033	40
EOC22	2.95	1.108	40
EOC23	3.35	1.075	40
EOC24	2.75	1.316	40

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EOC17	22.10	27.990	.114	.220	.802
EOC18	22.40	24.144	.500	.503	.742
EOC19	22.90	25.374	.329	.375	.771
EOC20	22.38	22.907	.614	.613	.722
EOC21	22.38	22.856	.660	.729	.716
EOC22	22.83	23.020	.582	.695	.727
EOC23	22.43	21.994	.722	.619	.703
EOC24	23.03	24.230	.345	.496	.773

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
25.78	30.435	5.517	8

vii. Employees' Retention (ER)

Case Processing Summary

	N	%
Valid	40	100.0
Cases Excluded ^a	0	.0
Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.746	.760	11

Item Statistics

	Mean	Std. Deviation	N
RET1	3.28	1.109	40
RET2	3.25	1.104	40
RET3	3.05	1.061	40
RET4	3.03	.891	40
RET5	3.03	1.209	40
RET6	3.43	1.259	40
RET7	3.13	1.324	40
RET8	3.58	1.152	40
RET9	3.68	.888	40
RET10	3.53	1.012	40
RET11	3.15	1.350	40

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
RET1	32.83	36.046	.496	.563	.713
RET2	32.85	37.310	.397	.584	.727
RET3	33.05	37.177	.432	.751	.722
RET4	33.08	39.558	.315	.533	.737
RET5	33.08	37.507	.332	.517	.736
RET6	32.68	35.866	.427	.501	.722
RET7	32.98	38.589	.215	.531	.755
RET8	32.53	36.153	.462	.509	.718
RET9	32.43	37.174	.547	.506	.712
RET10	32.58	36.507	.519	.721	.712
RET11	32.95	37.228	.294	.412	.744

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
36.10	43.887	6.625	11

Appendix 4

Test for Non-response Bias

Group Statistics

group	N	Mean	Std. Deviation	Std. Error Mean
IMO 0	350	3.3959	.40984	.02191
1	42	3.4126	.31895	.04921

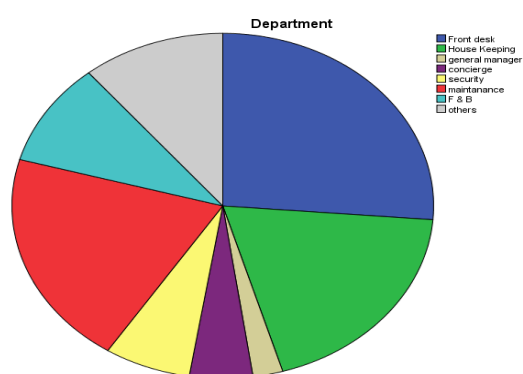
Independent Samples Test

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
IMO	Equal variances assumed	2.135	.145	- .255	390	.799	-.01672	.06553	-.14555	.11210
	Equal variances not assumed			- .310	58.588	.757	-.01672	.05387	-.12453	.09108

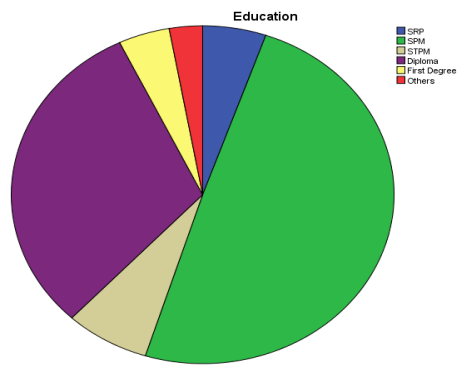
Appendix 5

Profile of Respondents

Department				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Front desk	103	26.3	26.3
	House Keeping	75	19.1	45.4
	general manager	9	2.3	47.7
	concierge	19	4.8	52.6
	security	26	6.6	59.2
	maintanance	79	20.2	79.3
	F & B	38	9.7	89.0
	others	43	11.0	100.0
	Total	392	100.0	100.0

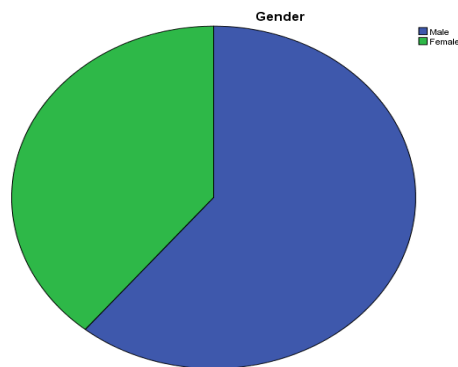


Education				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SRP	21	5.4	5.4
	SPM	194	49.5	54.8
	STPM	28	7.1	62.0
	Diploma	121	30.9	92.9
	First Degree	17	4.3	97.2
	Others	11	2.8	100.0
	Total	392	100.0	100.0



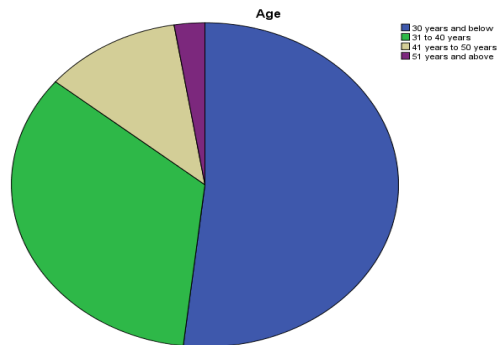
Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	239	61.0	61.0
	Female	153	39.0	100.0
	Total	392	100.0	



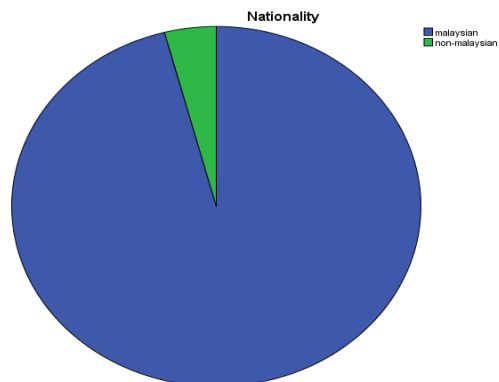
Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30 years and below	203	51.8	51.8	51.8
	31 to 40 years	134	34.2	34.2	86.0
	41 years to 50 years	45	11.5	11.5	97.4
	51 years and above	10	2.6	2.6	100.0
	Total	392	100.0	100.0	

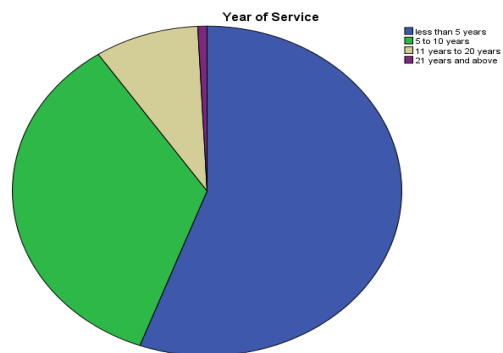


Nationality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	malaysian	376	95.9	95.9	95.9
	non-malaysian	16	4.1	4.1	100.0
	Total	392	100.0	100.0	



Year of Service				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 5 years	218	55.6	55.6
	5 to 10 years	137	34.9	90.6
	11 years to 20 years	34	8.7	99.2
	21 years and above	3	.8	100.0
	Total	392	100.0	100.0



Appendix 6

Factor Analysis of Internal Market Orientation (IMO)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.896
Approx. Chi-Square		8155.172
Bartlett's Test of Sphericity	df	903
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.056	28.038	28.038	12.056	28.038	28.038	7.726	17.967	17.967
2	3.902	9.076	37.114	3.902	9.076	37.114	6.212	14.446	32.413
3	2.048	4.763	41.876	2.048	4.763	41.876	4.069	9.463	41.876
4	1.849	4.301	46.177						
5	1.650	3.837	50.014						
6	1.413	3.285	53.300						
7	1.284	2.987	56.287						
8	1.224	2.847	59.134						
9	1.063	2.471	61.605						
10	.995	2.315	63.920						
11	.873	2.030	65.950						
12	.839	1.951	67.900						
13	.816	1.899	69.799						
14	.795	1.850	71.649						
15	.730	1.698	73.347						
16	.714	1.661	75.008						
17	.661	1.538	76.546						
18	.632	1.469	78.015						
19	.598	1.391	79.406						
20	.580	1.349	80.755						
21	.573	1.333	82.087						
22	.547	1.271	83.359						
23	.531	1.235	84.593						
24	.509	1.184	85.778						
25	.469	1.092	86.869						
26	.454	1.057	87.926						
27	.432	1.005	88.931						
28	.415	.964	89.895						
29	.399	.928	90.823						

30	.381	.885	91.708						
31	.376	.875	92.583						
32	.367	.853	93.436						
33	.350	.815	94.250						
34	.328	.762	95.012						
35	.311	.724	95.736						
36	.288	.669	96.406						
37	.277	.644	97.050						
38	.269	.625	97.675						
39	.241	.561	98.236						
40	.231	.537	98.773						
41	.196	.455	99.228						
42	.192	.447	99.675						
43	.140	.325	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component		
	1	2	3
IMO43	.742		
IMO31	.725		
IMO42	.697		
IMO3	.663		
IMO12	-.616		
IMO40	.612		
IMO14	.578		
IMO39	.573		
IMO33	.568		
IMO15	.557		
IMO23	.536		
IMO11	.517		
IMO4	.504		
IMO21		.773	
IMO22		.721	
IMO20		.712	
IMO19		.685	
IMO18		.621	
IMO29		.618	
IMO27		.529	
IMO30		.508	
IMO2		.507	
IMO37			.684
IMO41			.680
IMO32			.660
IMO36			.644
IMO34			.620
IMO17			.535
IMO35			.520

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Appendix 7

Factor Analysis of Employee Organizational Commitment (EOC)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.862
Approx. Chi-Square	3594.747
Bartlett's Test of Sphericity	df
	276
	Sig.
	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.402	30.840	30.840	7.402	30.840	30.840	3.899	16.246	16.246
2	1.852	7.717	38.557	1.852	7.717	38.557	3.586	14.943	31.188
3	1.716	7.150	45.708	1.716	7.150	45.708	3.485	14.519	45.708
4	1.342	5.593	51.300						
5	1.156	4.815	56.116						
6	1.025	4.273	60.388						
7	.856	3.567	63.955						
8	.843	3.511	67.466						
9	.800	3.332	70.798						
10	.781	3.254	74.052						
11	.752	3.132	77.184						
12	.699	2.910	80.095						
13	.588	2.452	82.546						
14	.548	2.285	84.831						
15	.519	2.162	86.993						
16	.489	2.036	89.030						
17	.465	1.938	90.968						
18	.395	1.647	92.615						
19	.362	1.509	94.124						
20	.343	1.429	95.552						
21	.299	1.247	96.799						
22	.279	1.162	97.961						
23	.261	1.089	99.050						
24	.228	.950	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component		
	1	2	3
EOC11	.766		
EOC12	.719		
EOC10	.682		
EOC14	.618		
EOC9	.615		
EOC16	.565		
EOC19		.729	
EOC22		.685	
EOC23		.610	
EOC24		.585	
EOC20		.580	
EOC21		.545	
EOC18		.506	
EOC7			.762
EOC8			.754
EOC5			.644
EOC3			.615
EOC1			.550

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Appendix 8

Factor Analysis of Employees' Retention (RET)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.734
Approx. Chi-Square	1293.362
Bartlett's Test of Sphericity	df
	55
Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.138	28.525	28.525	3.138	28.525	28.525
2	2.449	22.260	50.785			
3	1.096	9.961	60.746			
4	.941	8.552	69.298			
5	.684	6.221	75.519			
6	.653	5.933	81.452			
7	.541	4.918	86.370			
8	.477	4.336	90.706			
9	.403	3.664	94.370			
10	.322	2.927	97.297			
11	.297	2.703	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
RET9	.693
RET6	.622
RET5	.593
RET10	.580
RET8	.557
RET2	.554
RET3	.530
RET4	.501

Appendix 9

Reliability of Coefficient of Constructs

i. Internal Market Intelligence Generation (IMIG)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.820	.820	13

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
IMO43	41.28	47.036	.673	.503	.790
IMO31	41.62	45.842	.630	.447	.792
IMO42	41.34	46.742	.688	.543	.789
IMO3	41.66	47.607	.559	.396	.799
IMO12	42.36	66.988	-.588	.425	.880
IMO40	41.17	47.767	.648	.516	.793
IMO14	41.70	49.743	.529	.419	.803
IMO39	41.57	49.627	.531	.333	.802
IMO33	41.18	48.821	.550	.427	.801
IMO15	41.69	50.929	.452	.378	.808
IMO23	41.38	48.063	.590	.398	.797
IMO11	41.62	50.916	.458	.348	.808
IMO4	41.55	51.041	.439	.279	.809

ii. Internal Market Intelligence Dissemination (IMID)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.869	.869	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
IMO21	28.36	29.122	.645	.564	.851
IMO22	28.36	29.084	.626	.527	.853
IMO20	28.42	28.480	.677	.511	.848
IMO19	28.29	28.345	.697	.566	.846
IMO18	28.28	29.187	.583	.413	.857
IMO29	28.10	29.647	.601	.406	.855
IMO27	28.26	29.871	.559	.395	.859
IMO30	28.37	30.397	.506	.316	.864
IMO2	28.34	30.735	.527	.303	.861

iii. Responsiveness to Intelligence (RTI)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.724	.713	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
IMO37	17.96	17.743	.579	.465	.660
IMO41	18.26	17.011	.530	.370	.666
IMO32	18.11	16.597	.539	.373	.663
IMO36	18.28	17.942	.486	.434	.679
IMO34	18.26	17.299	.480	.310	.680
IMO17	17.95	18.814	.409	.202	.698
IMO15	17.79	22.772	.018	.023	.770

iv. Affective Commitment (AFC)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.778	.779	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EOC7	13.73	7.576	.594	.454	.723
EOC8	13.77	7.447	.579	.463	.727
EOC5	13.56	7.587	.579	.352	.727
EOC3	13.57	7.750	.492	.255	.757
EOC1	13.49	7.632	.516	.313	.749

v. Continuance Commitment (CC)**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.832	.830	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EOC11	17.40	14.338	.686	.508	.786
EOC12	17.31	14.655	.670	.495	.790
EOC10	17.32	15.026	.652	.451	.794
EOC14	17.36	16.267	.559	.350	.813
EOC9	17.26	15.978	.541	.341	.817
EOC16	17.29	16.610	.512	.308	.822

vi. Normative Commitment (NC)**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.797	.801	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EOC19	19.94	16.172	.514	.304	.773
EOC22	19.78	16.016	.533	.324	.769
EOC23	19.63	16.571	.554	.369	.766
EOC24	20.01	16.596	.409	.222	.795
EOC20	19.67	15.988	.626	.460	.753
EOC21	19.66	16.615	.533	.391	.770
EOC18	19.63	16.531	.547	.377	.767

vii. Employees' Retention (ER)**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.739	.747	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
RET2	23.80	19.316	.433	.394	.712
RET3	23.78	19.477	.450	.366	.709
RET4	23.83	19.704	.437	.437	.712
RET5	24.08	18.889	.405	.453	.719
RET6	23.94	18.347	.426	.495	.715
RET8	23.74	20.156	.299	.276	.739
RET9	23.63	19.002	.560	.416	.691
RET10	23.48	19.166	.497	.368	.701

Appendix 10

Descriptive Analysis of Constructs

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
IMIG	392	1.31	4.62	3.4623	.58539
IMID	392	1.33	5.00	3.5385	.67263
RTI	392	1.57	4.86	3.0146	.69731
AFC	392	1.00	5.00	3.4061	.67074
CC	392	1.00	5.00	3.4647	.77395
NC	392	1.00	5.00	3.2930	.66289
RET	392	1.00	5.00	3.3980	.61552
Valid N (listwise)	392				

Appendix 11

Pearson Correlation Analysis

		Correlations						
		IMIG	IMID	RTI	AFC	CC	NC	RET
IMIG	Pearson Correlation	1	.578**	.099	.395**	.468**	.254**	.329**
	Sig. (1-tailed)		.000	.025	.000	.000	.000	.000
	N	392	392	392	392	392	392	392
IMID	Pearson Correlation	.578**	1	.321**	.554**	.387**	.458**	.450**
	Sig. (1-tailed)	.000		.000	.000	.000	.000	.000
	N	392	392	392	392	392	392	392
RRTI	Pearson Correlation	.099	.321**	1	.313**	.112	.388**	.272**
	Sig. (1-tailed)	.025	.000		.000	.014	.000	.000
	N	392	392	392	392	392	392	392
AFC	Pearson Correlation	.395**	.554**	.313**	1	.498**	.460**	.411**
	Sig. (1-tailed)	.000	.000	.000		.000	.000	.000
	N	392	392	392	392	392	392	392
CC	Pearson Correlation	.468**	.387**	.112	.498**	1	.502**	.297**
	Sig. (1-tailed)	.000	.000	.014	.000		.000	.000
	N	392	392	392	392	392	392	392
NC	Pearson Correlation	.254**	.458**	.388**	.460**	.502**	1	.304**
	Sig. (1-tailed)	.000	.000	.000	.000	.000		.000
	N	392	392	392	392	392	392	392
RET	Pearson Correlation	.329**	.450**	.272**	.411**	.297**	.304**	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	
	N	392	392	392	392	392	392	392

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Appendix 12

Multicollinearity Test

Coefficients ^a								
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	1.261	.204		6.175	.000		
	IMIG	.082	.061	.078	1.356	.176	.577	1.732
	DIIMID	.219	.058	.240	3.814	.000	.486	2.058
	RTI	.105	.044	.119	2.406	.017	.785	1.274
	AFC	.158	.053	.172	2.971	.003	.571	1.751
	CC	.046	.046	.058	1.002	.317	.566	1.768
	NC	.018	.053	.019	.338	.735	.582	1.719

a. Dependent Variable: RETENTION

Appendix 13

Normality Testing – Skewness and Kurtosis

Descriptive Statistics										
	N	Range	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
RETENTION	392	4.00	1.00	5.00	3.3980	.61552	-.320	.123	1.106	.246
Valid N (listwise)	392									

Appendix 14

Normality Test using M-Estimator

Descriptives

			Statistic	Std. Error
RETENTION	Mean		3.3980	.03109
	95% Confidence Interval for Mean	Lower Bound	3.3368	
		Upper Bound	3.4591	
	5% Trimmed Mean		3.4065	
	Median		3.3750	
	Variance		.379	
	Std. Deviation		.61552	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		.75	
	Skewness		-.320	.123
	Kurtosis		1.106	.246

M-Estimators

	Huber's M-Estimator ^a	Tukey's Biweight ^b	Hampel's M-Estimator ^c	Andrews' Wave ^d
RETENTION	3.4048	3.4069	3.4106	3.4064

Appendix 15

Regression Result of Internal Market Orientation Components on Employees' Retention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.480 ^a	.231	.225	.54195	.231	38.787	3	388	.000

a. Predictors: (Constant), RTI, IMIG, IMID

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.176	3	11.392	38.787	.000 ^b
	Residual	113.961	388	.294		
	Total	148.137	391			

a. Dependent Variable: RET

b. Predictors: (Constant), RTI, IMIG, IMID

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.473	.196		7.503	.000		
	IMIG	.130	.058	.123	2.244	.025	.658	1.519
	IMID	.302	.053	.330	5.718	.000	.596	1.677
	RTI	.136	.042	.154	3.249	.001	.886	1.129

a. Dependent Variable: RET

Appendix 16

Regression Result of Internal Market Orientation Components on Employees' Organizational Commitment – Affective Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.582 ^a	.339	.334	.54755	.339	66.242	3	388	.000

a. Predictors: (Constant), RTI, IMIG, IMID

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.579	3	19.860	66.242	.000 ^b
	Residual	116.326	388	.300		
	Total	175.905	391			

a. Dependent Variable: AFC

b. Predictors: (Constant), RTI, IMIG, IMID

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.906	.198		4.567	.000		
	IMIG	.153	.058	.134	2.626	.009	.658	1.519
	IMID	.423	.053	.424	7.935	.000	.596	1.677
	RTI	.157	.042	.163	3.721	.000	.886	1.129

a. Dependent Variable: AFC

Appendix 17

Regression Result of Internal Market Orientation Components on Employees' Organizational Commitment – Continuance Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.489 ^a	.239	.234	.67755	.239	40.722	3	388	.000

a. Predictors: (Constant), RTI, IMIG, IMID

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.084	3	18.695	40.722	.000 ^b
	Residual	178.122	388	.459		
	Total	234.206	391			

a. Dependent Variable: CC

b. Predictors: (Constant), RTI, IMIG, IMID

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.024	.245		4.174	.000		
	IMIG	.488	.072	.369	6.767	.000	.658	1.519
	IMID	.192	.066	.167	2.905	.004	.596	1.677
	RTI	.024	.052	.021	.456	.648	.886	1.129

a. Dependent Variable: CC

Appendix 18

Regression Result of Internal Market Orientation Components on Employees' Organizational Commitment – Normative Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.524 ^a	.275	.269	.56670	.275	49.002	3	388	.000

a. Predictors: (Constant), RTI, IMIG, IMID

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.210	3	15.737	49.002	.000 ^b
	Residual	124.605	388	.321		
	Total	171.816	391			

a. Dependent Variable: NC

b. Predictors: (Constant), RTI, IMIG, IMID

Coefficients^a

Model		Unstandardized Coefficients		Standard ized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.186	.205		5.781	.000		
	IMIG	.022	.060	.019	.361	.718	.658	1.519
	IMID	.355	.055	.361	6.441	.000	.596	1.677
	RTI	.257	.044	.270	5.876	.000	.886	1.129

a. Dependent Variable: NC

Appendix 19

Regression Result of Employees' Organizational Commitment on Employees' Retention.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.436 ^a	.190	.184	.55610	.190	30.344	3	388	.000

a. Predictors: (Constant), NC, AFC, CC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.151	3	9.384	30.344	.000 ^b
	Residual	119.986	388	.309		
	Total	148.137	391			

a. Dependent Variable: RET

b. Predictors: (Constant), NC, AFC, CC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.826	.172		10.641	.000		
	AFC	.291	.050	.318	5.787	.000	.693	1.442
	CC	.063	.045	.079	1.405	.161	.658	1.520
	NC	.110	.051	.118	2.150	.032	.690	1.450

a. Dependent Variable: RET

Appendix 20

Mediation Effect of Affective Commitment on IMIG and RET

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.201	.177		12.465	.000		
IMIG	.346	.050	.329	6.877	.000	1.000	1.000

a. Dependent Variable: RET

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.840	.187		9.829	.000		
IMIG	.452	.053	.395	8.486	.000	1.000	1.000

a. Dependent Variable: AFC

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.638	.187		8.768	.000		
IMIG	.207	.052	.197	4.000	.000	.844	1.185
AFC	.306	.045	.333	6.764	.000	.844	1.185

a. Dependent Variable: RET

Appendix 21

Mediation Effect of Affective Commitment on IMID and RET

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.940	.149		13.019	.000		
IMID	.412	.041	.450	9.956	.000	1.000	1.000

a. Dependent Variable: RET

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.452	.151		9.589	.000		
IMID	.552	.042	.554	13.134	.000	1.000	1.000

a. Dependent Variable: AFC

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.629	.162		10.061	.000		
IMID	.294	.049	.321	6.045	.000	.693	1.442
AFC	.214	.049	.234	4.403	.000	.693	1.442

a. Dependent Variable: RET

Appendix 22

Mediation Effect of Affective Commitment on RTI and RET

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.675	.133		20.098	.000		
RTI	.240	.043	.272	5.576	.000	1.000	1.000

a. Dependent Variable: RET

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.500	.143		17.463	.000		
RTI	.301	.046	.313	6.499	.000	1.000	1.000

a. Dependent Variable: AFC

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.845	.166		11.104	.000		
RTI	.140	.042	.159	3.306	.001	.902	1.108
AFC	.332	.044	.362	7.538	.000	.902	1.108

a. Dependent Variable: RET

Appendix 23

Mediation Effect of Normative Commitment on IMID and RET

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.940	.149		13.019	.000		
IMID	.412	.041	.450	9.956	.000	1.000	1.000

a. Dependent Variable: RET

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.695	.160		10.608	.000		
IMID	.452	.044	.458	10.184	.000	1.000	1.000

a. Dependent Variable: NC

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.746	.168		10.386	.000		
IMID	.360	.046	.394	7.785	.000	.790	1.266
NC	.115	.047	.124	2.444	.015	.790	1.266

a. Dependent Variable: RET

Appendix 24

Mediation Effect of Normative Commitment on RTI and RET

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.675	.133		20.098	.000		
RTI	.240	.043	.272	5.576	.000	1.000	1.000

a. Dependent Variable: RET

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.182	.137		15.896	.000		
RTI	.368	.044	.388	8.302	.000	1.000	1.000

a. Dependent Variable: NC

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.201	.167		13.203	.000		
RTI	.160	.046	.181	3.512	.000	.850	1.177
NC	.217	.048	.234	4.531	.000	.850	1.177

a. Dependent Variable: RET